



# The *Montana Department of Corrections* Correctional Signpost

Autumn 2008



## Corrections experts praise state system

By Bob Anez  
Communications Director

Montana's corrections system, with its emphasis on community-based programs, is on the right track, leading experts have concluded.

Steve Carter, whose firm of Carter, Goble Lee has developed strategic plans for corrections in about two dozen states and worked as consultants in all but one state, gave that assessment to the Department of Corrections Advisory Council in August.

"What you're operating is really quite good in contrast to what we have found (elsewhere)," he said. "You're quite far ahead. Management and staff have a progressive attitude towards addressing issues of treatment and rehabilitation."

Carter also said he found a good relationship between the DOC and its contractors. Ben Crooks, who works with Carter, said he concluded that DOC staff understands the relationship between security and treatment and he called that unusual and "extremely impressive."

Their comments represented the firm's initial impressions of the Montana correctional system after two weeks of touring facilities and interviewing DOC staff and talking with those who provide contracted services.

The 2007 Legislature appropriated \$250,000 for development of a long-term strategic plan for corrections in Montana. Carter Goble Lee, in conjunction with Dowling Sandholm Architects of Bozeman, was awarded the contract.

Carter and his team are expected to present a detailed report to the advisory council at its Dec. 2-3 meeting in Great Falls.



Planning consultant Steve Carter addresses the Department of Corrections Advisory Council.

### Inside....

Victim Advocate Dies.....	3
Prison Pups.....	6
Sex Offender Report.....	11
Fire Lines Freedom.....	12
Employee Spotlight.....	16
Meth Treatment Study.....	22
OMIS Launched.....	26
Health & Wellness.....	33
Training Times.....	35-38

The architectural firm is charged with assessing the conditions of DOC facilities around the state. Jeff Sandholm said his preliminary assessment indicates that the facilities are in "pretty good shape" with no catastrophic problems and some minor safety issues.

Carter said the United States is starting to realize that it cannot sustain a 45 percent recidivism rate because of the price tag for building the prisons needed to hold that many repeat offenders. He said the national pendulum is swinging away from adding more prison beds and in a direction of community-based corrections where Montana already finds itself.

The attitude in Montana is not to build more "warehouses," Carter told the council.

Carter Goble Lee chose five states with which to compare Montana: Idaho, South Dakota, Utah, Wyoming and Oregon.

Montana's incarceration rate of 414 per 100,000 people is slightly higher



Corrections planning consultants Bob Goble and Ben Crooks take notes during a tour of the Montana State Prison infirmary. Also pictured, from left, are Warden Mike Mahoney; Goble; Cindy Hiner, nursing director; Crooks; Marie Wilson and Matt Maze, designers with the architectural firm of Dowling and Sandholm; and Deputy Warden Ross Swanson.



### Montana Department of Corrections Mission

*The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.*

## Experts

*FROM Page 1*

than the 369 combined rate of the other states, but it is lower than the national rate, Carter said. About 1.3 percent of Montana's population is supervised by the DOC, a figure identical to the average of the five comparable states, he noted.

However, Carter said Montana stands out in the proportion of offenders supervised in alternative programs such as treatment and prerelease centers. Montana has 11 percent in those programs, compared with 4 percent in the other states.

When it comes to developing such alternatives to prison, the state has "already invested in programs that have the best benefit in the end," Carter said.

He said the average daily cost per inmate in Montana is \$76, compared to an average of \$65 among the comparable states, and the \$7.41 average daily medical cost per inmate is well below the national average and not much higher than the neighboring states' average of \$6.54.

Montana's food costs in prisons are in line with those elsewhere and amount to about \$1.24 per meal. Carter said.

If the cost would get much lower, he added, the quality of the food would be affected.

He said the initial review of Montana corrections quickly focused on the needs of women offenders and medical and mental health issues.

Montana has a need for mental health beds and beds for inmates with medical problems. Those two populations are the fastest-growing segments of the U.S. correctional system, Carter said. He also questioned whether the current site of the Montana Women's Prison is adequate.

Crooks said preliminary indications suggest the state's need for secure beds may decrease over the next 17 years, from about 21 percent of the total offender population to 18 percent.

Carter said the state will have to invest in prison alternatives and probation and parole programs in order to reduce dependence on prison and the accompanying cost of construction.

While Montana has the beds it needs today, the system is at 97 percent of capacity and the state must do something soon to prevent the population from exceeding the system's operating capacity, he cautioned. He said minimum- and medium-security beds will be needed most.

Carter said the DOC goal of managing about 80 percent of offenders outside of prison is "a wonderful target for this state to maintain."



# Pioneering victims' advocate dies

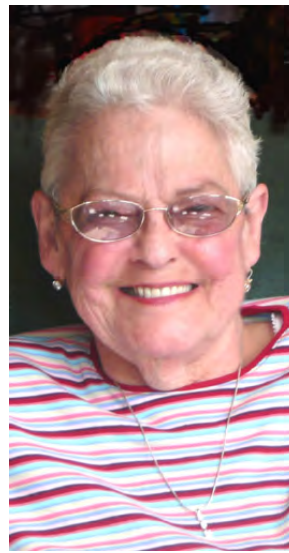
**Sally Hilander**  
**Victim Information Specialist**

Fierce watchdog and compassionate friend, Anita Richards made her self-appointed dual role with the Department of Corrections look so easy.

It might take awhile to understand that the tenacious lady who survived the murder of her son 16 years ago and faced overwhelming health challenges, won't bounce this time to speak out at the next Crime Victims Advisory Council meeting or lead another victim impact panel.

Anita passed away Oct. 5, leaving behind a legacy of volunteer advocacy for the rights of crime victims – those who historically had been left behind by a criminal justice system focused on the needs of offenders and “the state,” while often overlooking individuals, families, friends and communities harmed the most. Anita was 70.

Anita and her husband Ron became victims March 5, 1992, the night their son, Jim, was murdered when he confronted his ex-wife about her systematic theft of money from the family's logging business. (Becky Richards is serving a life sentence at Montana Women's Prison for deliberate homicide and related charges.)



Anita Richards

From the arrest forward, the Richards faced an uphill battle with a system that unwittingly compounded their grief and anger, eventually prompting Anita to leave her teaching position in Seeley Lake and reinvent herself as a full-time, proactive, outspoken voice for change.

Thanks in part to Anita's efforts, support for victims is contained in the DOC mission statement. Anita was instrumental in the department's decision to create a Crime Victims Advisory Council in 1997, giving victims an opportunity to assist in the making of policy, procedure and new law related to restitution, offender visitation, and public information. The council, with Anita leading the charge, persuaded DOC to

*RICHARDS, Page 15*

## YTC residents, staff aid mural project

**By Glen Caniparoli**  
**Program Manager**

Residents of the Youth Transition Centers in Great Falls put on their artists' hats to assist the Paris Gibson Square Museum of Art with a mural project.

Peres Food Basket, a locally owned neighborhood market, hosted a mural to spruce up the neighborhood. A local artist, Brandy Deshner, was chosen to design murals for three sides of the building.

A line drawing style was used. One side of the building depicted the prairie life of north-central Montana, with a bison, a local butte landmark and a jet, which represented the U.S. Air Force and Montana Air Guard presence in Great Falls.

The outdoor and recreational life of the community was illustrated on another wall, with scenes of camping, boating, hunting and wildlife. The third wall, done by younger children in the neighborhood, became the children's corner. Scenes of playgrounds and fun activities were offset by the handprints and baby footprints of the store's younger neighbors.

Transition center residents and staff took turns applying color and design to the original concept. Six residents and

two staff members participated. The center and Paris Gibson Square look forward to more participation by center residents in arts classes offered through the center, as well as other community projects.



Youth Transition Center residents work on a neighborhood mural. (Photo by Glen Caniparoli)

Probation and parole officer Brian Fulford talks with a witness about an offender's possible parole violation. (Photo by Karen Nichols, Daily Inter Lake)

## Probation/parole A matter of balance

By Nicholas Ledden  
The Daily Inter Lake



"So, what's your crime?"

The question is aggressive, probing, and direct.

Which is, of course, the point — because how the inquiry is answered will tell Probation and Parole Officer Brian Fulford a lot about where an offender is in terms of rehabilitation.

Offenders who have been on probation for a while tend to have a pretty compliant attitude, said Fulford, a former Kalispell police detective who began supervising probationers and parolees in late April.

Offenders new to probation often are angry and tend to blame others for their situation.

"I see it as our job to hold people accountable through various sanctioned programs ... until such time that they finally begin to realize that they are responsible for their conduct," Fulford said. "It's our role to help them figure that out."

Fulford, who was handed a 65-person caseload the day he was hired, spends much of his day interviewing offenders from his partially wood-paneled, fluorescently lit office in the Triangle Building on Sunset Boulevard in Kalispell.

In an office that supervises more than 930 people, several probation officers have caseloads of over 90 people.

Fulford keeps a running list of deadlines for violation hearings, report times and drug testing appointments, to name a few.

An offender's demeanor during scheduled interviews and presence or absence of documented violations will determine Fulford's next move.

His options include changes in the frequency of reporting dates, possible jail time, self-help meetings such as Alcoholics Anonymous or Narcotics Anonymous, or writing a petition to revoke an offender's probation.

Sometimes all an offender needs is a little direction, Fulford said.

"We're mentors with a heck of a lot more authority," he observed.

If they violate the rules, offenders face additional court hearings and stiffer penalties, including prison.

"In psychology, the basic principle of discipline is correction coupled with pointing a person in the right direction," said Fulford, who doesn't shy from calling his brand of guidance "tough love."

"You have to have a healthy mix of compassion as well as a firm commitment to community safety."

But offenders must know that probation officers will violate them if deemed appropriate, Fulford said.

"Sometimes they're more surprised by the compassion part of it, sometimes I'm more surprised by the compassion part of it," Fulford said. "It's important to establish the correct balance."

Probation officers watch some offenders mature into productive members of society — something police officers don't always get to see.

"These are the times it makes you feel good to be a probation officer," said Fulford, who measures success in "a person's ability to comply with the conditions of their probation ... and in the overall attitude of the person."

Fulford looks for signs: Does the offender have plans

# Employees recognized for service years

Myron Beeson and Joe Bruner were among 116 Department of Corrections employees honored this summer for their service to the state of Montana.

Beeson, an associate warden, and Bruner, a correctional officer, each have worked for the Department of Corrections for 30 years.



Beeson

Beeson, 54, began his career as a correctional officer and rose through the ranks to become a captain and then security major. During various administrative changes, he was a deputy warden and bureau warden before becoming associate warden in 2001.

"I enjoy my job," Beeson says in explaining his longevity. "It's not boring. There's always something new everyday."

Bruner, 51, began working at the prison in April 1978 and says he spent three decades there because it allows him to live in an area he enjoys.

All of the employees were recognized with certificates for having logged at least five years with the department. Of those receiving the certificates, 41 have worked for the agency for at least 20 years and have a combined 980 years of experience. Eighteen of the employees had 25 years with the department and 22 had worked for corrections for 20 years.

"These valued employees deserve to be singled out for their dedication and commitment to improving corrections in Montana," said Director Mike Ferriter. "It's an honor to work with them and call them colleagues."

Steve Barry, who became administrator of the Human Resources Division in August 2005, was recognized for 35 years of service to the state. He was a Highway Patrol officer for 24 years and chief of the Human Resources Bureau at the Justice Department before joining corrections.



Barry

## Balance

FROM Page 4

for the future, have an addiction and is getting help for it, recently lost a job, or generally look healthy and happy?

"We have a lot more authority over a smaller group of people as opposed to police officers, who have less authority over a larger group of people," said Fulford, noting that probation officers deal with people already found guilty and whose personal freedoms can be curtailed by court order.

"They have to live up to what the court orders, and it's our job to see that they do."

One man whose case Fulford manages called him one day, literally crying.

The man admitted to smoking marijuana and knew he had messed up, Fulford said, adding that 93 percent of offenders coming through the Montana Department of Corrections have one or more addictions.

"If you don't get a handle on that, oftentimes you're not going to get anywhere with their other problems," Fulford said.

But because the man didn't leave town, as he may have in the past, Fulford didn't toss him in jail or report his probation violation. Instead, Fulford told the man to attend

three self-help groups per week, ordered him to report to the probation office weekly, and increased the frequency of his drug tests.

"I told him that I'm a firm believer in an ounce of prevention over a pound of cure," Fulford said.

Now Fulford calls the man one of his star pupils. The man is back with his family and on the right track, Fulford said.

"He calls me on a regular basis, whether he needs to or not," Fulford said.

Fulford, who worked as a police officer for 27 years before moving to the probation and parole office, said he initially was concerned about a push from the Department of Corrections and governor's office to reform offenders in the community.

Probation officers seem to spend 75 percent of that time as social workers (giving advice and recommending treatment programs) and 25 percent as law enforcement officers – making arrests, conducting searches and inspecting homes.

"But I think you're going to see those scales tip as more and more people go into community corrections," he added.

*EDITOR'S NOTE: This article appeared in the July 27 edition of the Kalispell Daily Inter Lake. Reprinted with permission.*



# Prison pups in obedience class

**By Molly Priddy  
The Billings Gazette**

For the puppies being trained at the Montana Women's Prison, stairs proved to be the newest obstacle to tackle on Monday.

The five mixed-breed pups took turns trying to climb a set of steps that were part of their agility training in the prison gymnasium. Led by their trainers, almost all of them made it over the five-piece impediment with a lot of coaxing, treats and cheers from the inmates.

"They're really cute little dogs," head trainer Deb Bouwkamp said.

Bouwkamp, who visits the prison four times a week to work with inmates and the dogs for the Prison Paws for Humanity program, said the puppies are coasting through obedience training.

The last time The Billings Gazette reported on the pups and their mother, Chica, they had just arrived at the prison in early May. Since then, one has been adopted and another has been called on to be a service dog.

Four of them still need homes.

The pups have all been spayed or neutered and have been vaccinated. Now, they are learning the ins and outs of obedience.

"My theory is if you get it into them early enough, you don't have to retrain them," Bouwkamp said.

The trainers have helped the puppies learn to sit, stay, lie down, heel and walk without pulling on their leash.

Julie Downing led her puppy, Chopper, over the steps with ease.

"I like when something really clicks with them," she said about teaching the young dogs new tricks.

The inmates training the puppies said they would make great pets because they are friendly, playful, loving and devoted. They also said the puppies were very smart for being only 3 months old.

Adopting a pup would cost about \$300, but Bouwkamp said it's a deal for the future owner.

"We've probably put around \$500 into the dogs," she said, accounting for spaying or neutering, vaccinating and training. The dogs also come with a crate and are crate-trained.

In all, 28 inmates were present for Monday's training session. To become a dog trainer, the inmates must have clean conduct records. They learn to train dogs in class sessions with Bouwkamp.

The inmates were training a total of 22 dogs. Six of them are privately owned dogs attending a four-week obedience session. The others are either strays given to the prison, like Chica and the puppies, or are being



Montana Women's Prison inmates Pam Elliott, left, with Chica, and Sharr Shroeder play with Chica's puppies. (Photo by Casey Riffe, The Billings Gazette)

trained to be service dogs.

Chica's puppies are still a bit uncoordinated but full of excitement. Their trainers said it gave them a feeling of accomplishment when they see the dogs behave.

Though they have brought joy to their trainers, Downing said she would not be sad when they leave, because the puppies deserve to be out of the prison and in homes.

"It's like when one of your friends is leaving," Downing said. "You want them to go."

*EDITOR'S NOTE: This article, a followup to one published in the summer Correctional Signpost, appeared in the July 29 edition of The Billings Gazette. Reprinted with permission.*

## Emergency planner added to DOC staff

For Garrett Fawaz, the job seemed a perfect fit.

The Department of Corrections' emergency planning and preparedness manager comes to the position with extensive training, education and experience in the field.

Fawaz (pronounced fah-WAZ) spent 26 years in the U.S. Army, including stints as director of emergency services for two years and training officer for the U.S. Disciplinary Barracks for 14 months, both at Fort Leavenworth in Kansas. He also was in charge of overseeing allocation of funding, staffing and equipment for the military's corrections

programs in the continental United States for two years.

As director of emergency services at Leavenworth, he headed a military police force of 126 sworn officers and support staff.

He has training in emergency management, anti-terrorism tactics and nuclear, biological and chemical weaponry.

When Fawaz retired from the Army in 2007 with the rank of lieutenant colonel, he

and his family moved to Helena where his wife's parents live. He was a consultant for a pair of California technology companies for a while, but the job involved a lot of travel.

"The bottom line is it was taking a lot of time away from my family," he recalls.

That prompted him to look for a job that would be challenging, fit his talents, allow him predictable work hours and require less travel. Fawaz found that at corrections.

His job is in the Health, Planning and Information Services Division, which was formed two years ago but has had to leave key positions vacant until funding was available.

Fawaz's duties will reach throughout corrections.

"I see my job as ensuring that each of the facilities and their leadership have all the tools and capabilities to effectively handle crisis management," he says.

That includes having adequate written policies,



Fawaz



## From The Director

**Mike Ferriter**

Earlier this year, Dr. Leonard Mees talked to a group of Corrections Department managers about the dangers of stress. He has dedicated his life to educating people about the effects of stress – at work and in the home – and the impact that poor lifestyle can have on our ability to live long, healthy and happy lives.

In the following weeks, we saw three employees afflicted with serious health problems, two of them with fatal results.

We don't know the exact cause of those individuals' deaths and poor health, but chances are they were the product of something that the people could have changed. Eating better, finding ways to relieve stress, getting more exercise or losing weight are options all of us have in our lives.

And it just might save your life.

"By your choice, you can expect, pursue and achieve health," is the simple message from Dr. Mees.

The unfortunate health problems of a few fellow corrections employees may be a wake-up call to us all. I urge our employees to take a close look at their lives, to educate themselves about the impacts of stress and pressures in their careers and personal lives, and to learn ways to cope with those burdens effectively and safely.

The greatest resource any organization has – whether a state agency or private corporation – is its people. The risks found in some jobs are obvious; soldiers, firefighters, police officers and loggers know that. But it's those unseen risks that can sometimes become the most dangerous, because they sneak up on us when we are least prepared.

When mental and emotional impacts of stress develop into physical problems, curing the trouble is doubly difficult because both the symptom and the true cause have to be addressed.

Corrections can be a stressful profession. We deal with some of the most challenging people in society and, by nature, the work can be unpredictable and nerve-racking. The stakes are high and the fact that mistakes are so few is a tribute to the extraordinary work of Montana's correctional professionals.

*COLUMN, Page 8*

# Planner

FROM Page 7

equipment and training, and helping the entire agency put in place policies and practices that comply with state and federal emergency management standards, Fawaz says.

The goal is to make sure the department is ready for any natural disaster or security breach so that it can adequately protect life and property, he says.

Fawaz, 44, emphasizes that his approach to the job will be based on teamwork with other DOC employees. "I'm not out to second-guess them; I'm there to help develop a better emergency management program. I will rely on their expertise."

Cory Purves, compliance monitoring supervisor, is another new addition to the division staff.

# Column

FROM Page 7

But at what cost? That is the question everyone should ask themselves once in a while. We should stop and measure the toll that work and family life is taking and, if it is affecting your life in ways you feel are unacceptable, please take steps to turn it around.

Careers are important, but without life, your job is nothing more than an empty desk. Take care of yourselves. You deserve it.



## Lending a hand

The Harrington house before and after it received a fresh coat of paint from a team of volunteers. (Photos by Debe VandenBoom)



Fourteen friends and co-workers of Jack Harrington knew what mattered to him: his wife and his work.

A month after the Havre probation and parole officer's unexpected death in mid-July, the group turned out to help his widow, Darlene "Doll" Pomeroy, just the way Harrington had planned to do himself. Armed with tools, paint, brushes and ladders, they swarmed the Harrington house. Three days later, the house was freshly painted.

Harrington had planned to take two weeks off in August to paint the home. Darlene, struggling with cancer, was unable to take on the task, so the volunteers stepped up.

"There was no way Doll could have picked up where Jack left off," says Debe VandenBoom, who fills the administrative support position in the Havre probation and parole office. "What a better tribute than to take care of Jack's love by getting her house back to its gracious state of a country home?"

Harrington joined the Havre office in May 2006 after working in the Bozeman and Great Falls offices.

The work crew included Mike Barthel, Russ Ostwalt, Holly Matkin, VandenBoom, Janae Barthel, Scott Brotnov, Jody Rismon, Wendi Calvi, Ron Alsbury, Lee Smith, Bernie Driscoll and Mike Jennings. Alsbury is chief of the Probation and Parole Bureau in the Department of Corrections, and Driscoll is regional administrator from Bozeman.



# New DOC investigator brings experience

Dale Tunnell, with more than a quarter of a century of experience in the criminal justice field, has joined the Department of Corrections legal unit as an investigator.

Tunnell's career includes 27 years working in the criminal justice system, including 10½ years with the U.S. Bureau of Land Management and five years with the Arizona Department of Corrections.

In his new position, Tunnell replaces Anita Larner who left the department this summer to move to Wyoming. Like Larner, Tunnell will work out of Montana State Prison with Colleen Ambrose, one of the agency's attorneys.

A native of Powell, Wyo., Tunnell, 56, operated his own consulting business in Florence before joining corrections in August. His company, Forensitec, provided training in such areas as forensic language analysis, interviewing and interrogation, investigations, human resource issues and recruitment.

Tunnell (pronounced Tuh-NELL) said he's always enjoyed investigatory work. "It's the emphasis on finding fact, determining the truth and basically vying against criminals who thought they were smarter than you – matching wits," he said.

Tunnell, who started work in August, will investigate cases for the department's attorneys, including tort claims, human rights bureau claims, civil rights cases in the state and federal courts, habeas corpus petitions, and employment cases. He will also handle inmate grievance appeals that go to the director for final outcome.



Tunnell

In addition, Tunnell will help investigate legal claims against the department and assist attorneys in filing court documents.

He acknowledges the job of investigator is a fine line to walk.

"You have to deal with the fear that internal investigations become head-hunting exercises," Tunnell says. "But you investigate as much for employees, to clear them, as to protect the department from liability."

Tunnell's experience includes fraud investigator for the U.S. Bureau of Land Management and deputy state director of the federal agency in New Mexico. He began his criminal justice career as a deputy sheriff, then police officer and a special agent during a 10-year span beginning in 1976. He was a special investigator for the Arizona Department of Corrections before moving to Montana in 2004.

Tunnell, 56, has a bachelor's degree in criminal justice from Columbia College in Aurora, Colo., and a master's degree in management from Webster University in Aurora.

He says he sought the corrections job because he had tired of spending so much time on the road in his consulting business.

Tunnell and wife, Deborah, have one daughter.

## Crossroads hires new assistant warden

By Christine Timmerman  
PIO, Crossroads Correctional Center

Crossroads Correctional Center has a new assistant warden. Chris Ivins replaces Sam Law, who was promoted to warden after Jim MacDonald became warden of another Corrections Corporation of America prison in Arizona earlier this year.

Ivins, 35, assumed his duties at the Shelby prison in mid-August. His wife, Cyndi, and 12-year-old son Morgan planned to join him once the family bought a house.

Ivins came to Crossroads from CCA's Correctional Treatment Facility in Washington, D.C., where he worked for two years. However, he says he feels at home in small towns such as Shelby because his hometown in Texas had a population of just 300.

Ivins worked for the Texas Department of Criminal Justice from 1993 to 2004, and held various positions ranging from correctional officer to sergeant before joining CCA in 2004 at Diboll (Texas) Correctional Center. He also has worked at Diamondback Correctional Facility in Watonga, Okla. In recent years he was unit manager, training manager, chief of unit management and chief of security.

Law calls Ivins a solid choice for the role of assistant warden. "Chris has the right background, training and attitude that we need here at CCC. He will serve us well," he says.



Ivins



## HR summer divisional meeting

Staff from the Human Resource Division met at the Montana Law Enforcement Academy for its summer divisional meeting in July. Pictured, left to right, are Julie Straub, McKenzie Hannan, Rae Forseth, Tom Antonick, Ken McElroy and Mary Greene. In addition to administrator, bureau and unit reports, which provide staff with updates on division projects and activities, Bob Anez, communications director, provided staff with a training block on "The Media and Personnel Issues." Anez focused on what reporters want and how to deal with them when they call for information on personnel issues. This was the first opportunity for a number of staff to receive any training on media relations issues. Staff also watched and discussed the PBS documentary, "Dear Mom," which highlighted stories of women offenders and their families.

ABOVE RIGHT: Ted Ward, the first recipient of the division "Get-er-Done" traveling trophy last year, presented it to Myrna Kuka, DOC's American Indian liaison, for coming to work earlier this year after breaking her foot in a fall.

# Crossroads fares well in annual audit

**By Christine Timmerman**  
PIO, Crossroads Correctional Center

Crossroads Correctional Center scored high in a recent audit of its operations conducted annually by Corrections Corporation of America, the company that owns and operates the Shelby prison.

Crossroads scored 96 percent or higher in nine of 10 areas audited.

During the week of Aug. 25, five auditors showed up unannounced at the facility and conducted a 2½-day thorough assessment of all areas, systems and building operations. The performance indicators used in the review are based on CCA policy and standards set by the American Correctional Association and the National Commission on Correctional Health Care.

Assistant Warden Chris Ivins said that being "audit ready" is a daily practice at Crossroads because neither ad-

ministrators nor staff know ahead of time when this audit will occur.

All 65 CCA facilities undergo a similar annual audit. Every staff member participates in the audit by responding to auditor questions or preparing the everyday paperwork that is examined. That makes the process a truly facility-wide effort, Ivins said.

This year, the auditors praised the prison on how clean it was and noted the 9-year-old building is being maintained well and is not showing its age.

In September, the staff took time to celebrate the audit report. Management treated Crossroads employees to hamburgers, polish dogs, french fries, beans, ice cream and soft drinks in appreciation for their work.

"Overall, we are very pleased with the audit outcome and we are glad to pass along our appreciation to the deserving staff by serving them a good meal," said Warden Sam Law.

## Center for Sex Offender Management

# Report offers advice to DOC

A team of national experts has endorsed a Montana Department of Corrections plan to develop a sex offender treatment facility and urged that it be part of a broader effort to strengthen the state's process for managing such offenders.

Kurt Bumby and Madeline Carter from the Center for Sex Offender Management (CSOM) offered 31 recommendations for establishment of the facility and the department used those suggestions in developing its request for proposals that was issued Aug. 8. The project was authorized by the 2007 Legislature and the contract is expected to be awarded in November.

"The Montana DOC is to be commended for recognizing both the unique opportunity before them in establishing a minimum-security sex offender treatment facility and the challenges associated with such an endeavor," the report said.

In addition to providing advice on the treatment program, Bumby and Carter analyzed the existing system for assessment and treatment of sex offenders in Montana. They said they "were impressed by the extent to which Montana has embraced promising practices in many areas of sex offender management."

They praised state policymakers for supporting the proposed treatment center and concluded that Montana is unique in its efforts at "balancing retributive and deterrence goals with rehabilitative goals, thus supporting a more balanced approach to sex offender management" that has proven to reduce recidivism and increase public safety.

"Indeed, the citizens of Montana are likely well-served by the comprehensive sex offender management structure currently in place, which has the potential to contribute significantly to public safety," the pair wrote in their 59-page report.

The CSOM team recommended ways to improve the methods of evaluating sex offenders, providing more timely access to treatment at Montana State Prison, creating more consistency in treatment and expanding treatment capacity within Montana communities. The report suggested creation of a team that would be charged with developing a "formal, assessment-driven system of sex offender services that is

supported by all stakeholders," such as judges, victims, the state Board of Pardons and Parole, and local screening committees for prerelease centers.

The report also recommended specialized training for probation and parole officers who focus on supervising sex offenders and a more structured system for dealing with those who violate conditions of their community placement. The experts said corrections officials should expand efforts to educate the public about the sex offender treatment program, who will be served in the facility and how the results will be

tracked.

Corrections Director Mike Ferriter said the Bumby-Carter report provides the department with its first truly comprehensive review and analysis of sex offender management efforts in Montana. Key corrections officials will discuss ways to implement the recommendations, he said.

"This is an invaluable resource as we continue our efforts to improve the way we deal with this challenging population of offenders," Ferriter said. "We felt it was important for the experts to do more than give advice on what the new treatment facility should look like. We wanted a clear picture of where these national experts think we can do more and do it better."

The department is seeking proposals for development and operation of a 116-bed treatment facility for lower-risk sex offenders. The project is a recognition of the fact that sex offenders account for about one out of every four prison inmates in Montana and that the only existing inpatient treatment program, located at Montana State Prison, is overburdened.

"We believe that creating a facility dedicated to intensive treatment of sex offenders will go a long way to improving pub-

lic safety when sex offenders return to communities across this state," Ferriter said. "Research shows that treatment works to reduce recidivism dramatically, and this project is a recognition by Gov. Schweitzer and the Legislature that a new approach will benefit offenders and, more importantly, victims and the public."

A copy of the CSOM report is available online at: <http://www.cor.mt.gov/Issues/MontanaReportSexOffenderTreatment.pdf>



***'Indeed, the citizens of Montana are likely well-served by the comprehensive sex offender management structure currently in place, which has the potential to contribute significantly to public safety.'***



# Freedom on fire lines

By Dillon Tabish  
New West.net

*"In the presence of nature, a wild delight runs through the man, in spite of real sorrows." - Emerson*

The night before leaving to fight a wildfire, Tiffany Crow Shoe lies awake in bed, his heart punching against his chest. It's the end of July, but for Crow Shoe, it feels like Christmas Eve.

He closes his eyes and sees wild flames torching up into tree crowns. Chainsaws roar, making room for fire-fighters to hump line around the perimeter. Crews chase the fire as it climbs up the mountain.

It's organized chaos, and it makes Crow Shoe feel alive. And free. He's been waiting and preparing for this all year.

Crow Shoe is one of 15 members on the "Con Crew," a fire crew out of the Montana State Prison near Dear Lodge. Its official name is the Ridgerunners Fire Crew. Led by supervisor Tom Gillibrand, the Con Crew is the State of Montana's only inmate fire crew, managed by the Montana Department of Natural Resources and Conservation and the Department of Corrections.

The crew's senior member is Crow Shoe, a Billings-native once described by police as a transient with a criminal record, including assault for biting a security guard's finger off. Now Crow Shoe, muscular and covered in tribal tattoos, spends his mornings working with fellow crew members, getting them ready for fire season.

"This program has been nothing but good for me," Crow Shoe says. "I don't mind hard work, especially digging line. It passes the time, and you're doing something."

"It doesn't hit you right away that you're off prison ground until you're sitting there at night and you see the stars above you," he says. "Being out there you're just like 'Whoa!' It's different. It just brings you back down, you know. You say 'Hey, look, I could be doing this on the streets instead of doing other criminal activities with alcohol and drugs.'"

For others, the first moments of freedom hit like an ice-cold wave, frightening but refreshing at the same time.

"It was scary," Joseph James Paoni recalls about the first time he went out with the crew. "It was a shock just leaving the prison uncuffed after being transported from regional to regional shackled and cuffed, you know. It was kind of a different feeling."



Members of the inmate fire crew gather before setting off to work on a fire. (Photos by Alexia Beckerling)

*"This program has been nothing but good for me. I don't mind hard work, especially digging line."*

*-Tiffany Crow Shoe*



Crow Shoe

# Freedom

FROM Page 12

Paoni stands 6'3" and wears a barbed wire tattoo around his neck and "Outlaw" is branded across his chest. He's been in prison for over 1,800 days, a little more than five years, with 11 more to go. This summer is his second on the prison crew, and like Crow Shoe, the whisper of fire, even when it means hours of humping fire line in extremely tough conditions for weeks, ignites wild anticipation.

"I remember the mountains and the [Blackfoot] river," he says, recalling the three weeks spent camped out at the DNRC Clearwater Unit. "I get a lot of peace and freedom out in the wilderness. It's nice. It's just nice to be away from it all. There's a lot of negativity when you're in prison, and when you're out there, you're away from all that. So...it's a big freedom out there."

The last time Paoni really was free was the night of Dec. 29, 2003 in Stevensville, Montana. He hit his pregnant girlfriend and thumped a brother-in-law over the head with the butt of a rifle – assault with a weapon and two felony counts of criminal endangerment.

After being convicted, his behavior had him jumping from jail to jail and he eventually ending up in the Montana State Prison.

"When I first got here, I could give a s--- about getting out," he says. "If somebody musclin' me, we're fighting."

But after a few years, he realized there might still be a chance to try and make things right. The motivation came from having a young family, a wife and five kids, and hope that someday he'd be able to return to being a husband and father. It led him to turn his life around, and the best way to do that, Paoni was told on the inside, was to join the Fire Crew.

In Montana State Prison, being on the Con Crew is high-

ly sought after because it offers the best pay (\$12 a day working fires) and a sense of freedom, however fleeting.

For these reasons and others, it isn't uncommon for crew members to be harassed by jealous inmates, so the crew sticks together, meeting every morning in an old Korean War tent working on tasks assigned by Gillibrand, including occasional visits to nearby sites around the valley that need cleaning or fix-up.

"I tell the guys every year, this is the fire crew. You have the elite job in the prison. This is the hardest job to get here, so don't screw it up," says Gillibrand, a 6-foot-5 brick-house of a man who takes great pride in his crew, like a father demanding nothing but the best from his sons.

Every spring, Gillibrand gets heaps of applications from hopeful inmates, but only about one in ten meet the security requirements. There are strict guidelines, like keeping a squeaky-clean record on the inside, having no prior convictions of arson or

sex offenses, and being classified as minimum security.

Beyond the DOC's requirements, Gillibrand has a few of his own. If an inmate is considered safe enough to be on the crew, and passes the physical tests, they must sign Gillibrand's "Inmate Pledge," composed of 24 declarations, including: "I will complete all assignments; pledging to do my best from time of departure until the time of return to

the institution and will perform in a manner to bring credit to the program and myself...I understand that there is a ZERO tolerance for any substance abuse. Any usage of drugs, alcohol or tobacco will result in my removal from the program...I pledge that I will not have any one-on-one conversations or contact with any female on any fire or project."

"We have guidelines,"

Gillibrand says. "I have my own line. I work pretty friendly with the inmates. I know the inmates pretty well. But they know they have this line and if they cross it, there's no going back."



Paoni

*'There's a lot of negativity when you're in prison, and when you're out there, you're away from all that. So...it's a big freedom out there.'*

*-Joseph Paoni*

# Freedom

FROM Page 13

After the pledge is signed, the crew is assembled, sent through a week-long fire class with DNRC officials. Then they wait for a spark.

Terry Vaughn, the fire supervisor at the DNRC Anaconda Unit, considers the Con Crew to an asset to the state and the program a success, both monetarily and physically.

"The Deer Lodge crew is a benefit because its overall cost is less than federal crews," Vaughn wrote in a 2003 memo to state fire officials. "This crew can very often get to a fire while it's still in the initial attack phase and thus have the opportunity to keep it a smaller and less expensive fire. In many instances, I think the crew is more productive than others."

In 2006, the average cost of a 12-hour shift for the inmate crew was \$1,718.92. An equally trained Type 2 hand crew cost \$3,065.76, plus transportation.

Montana is not the only state to utilize prison crews. In fact, almost every Western state does, with both positive and negative results. Across the country in fire camps, stories of inmates running off into the woods or sneaking contraband into their packs are common. However, the Con Crew in Montana, since restarted in 2002 after an eight-year hiatus, has seen no walk-offs, no major incidents or severe crimes committed, despite countless opportunities.

But the faith in convicted men is weak, and second chances are few. For some men, like Crow Shoe and Paoni, it comes back to the river, and the stars and the "Big Freedom" and the realization that this could be their only second chance. They don't risk that.

A few years ago the crew was briefly sent back to prison after a member was caught with marijuana. The law of the land for any prison crew states that the second even a hint of misbehavior turns up, the entire crew is sent back, no questions asked. One bad apple ruins the bunch. Besides being kicked off the fire crew, the inmate caught with marijuana was put in temporary lockup, otherwise known as "The Hole."

"Situations like that, when someone gets caught with something, anything, it makes the crew look bad," Gillibrand says. "But they're all inmates and they're all here for

not being, well, they've all done things, and some guys just can't stop their criminal thinking. When something like that happens we all look bad."

The high standard Gillibrand keeps with his crew, for the most part, has ensured them a very high mark with state fire officials. The Con Crew arrives on a fire with the reputation of working hard and long without a single complaint from any member.

In his memo to state officials, Vaughn reiterated his satisfaction.

He wrote, "While some crews will lose their focus and commitment during the later stages of a fire, sometimes even requesting release to their home unit, the Deer Lodge crew is more than happy to stay throughout the tedious mop-up stages of a fire. They continue to work hard, don't

complain about adverse conditions and remain productive because they are in no hurry to go 'home' and want to do well so they get ordered again for the next fire."

Longtime DNRC employee and Clearwater State Forest Supervisor Steve Wallace seconds Vaughn's assessment of the Prison Crew.

"That crew works," says Wallace. "Those guys will bend backwards before screwing up. I've never had a problem with them."

For the crew members, the time spent waiting for fire season can't always be endured. Some tarnish their records and are removed from the crew. Others keep their records clean, which can result in acceptance into rehab clinics or half-way houses.

Out of the fifteen inmates from last summer's crew, Crow Shoe, Paoni, and two others, Holland Red Star and Donald Deal are the only returning members.

Paoni remembers standing among the tall Ponderosas reading his Bible he keeps in his fire pack. Back home in Illinois he had a ranch with trees as tall as those and a young family. There's a long road back to that ranch and family, Paoni realizes, but he nods his head with powerful affirmation these days.

"When [my kids] get a little older, I'll tell them why I was fighting fires," he says. "I'll explain to them that I was in prison, because you know I got nothing to hide. I've done some wrong things and it turned out I'm learning from it."

"If I'm walking straight and narrow in here, I'm going to be a better father for my kids when I get out."

*'That crew works.  
Those guys will bend  
backwards before  
screwing up. I've  
never had a problem  
with them.'*

*-Steve Wallace  
Clearwater State Forest  
Supervisor*

**EDITOR'S NOTE:** This story was in the online magazine, *New West* (<http://www.newwest.net>), on Aug. 22. Reprinted with permission.



## Richards

FROM Page 3

purchase the VINE system, a computer-driven, automated victim information and notification system that tracks inmates under DOC custody. VINE is the cornerstone of the DOC's victim service program.

Believing that offenders need to hear directly from victims, Anita started the victim impact panel program at Treasure State Correctional Training Center in Deer Lodge more than a decade ago. A generation of boot camp trainees will remember Anita as the compassionate Mrs. R, who stood before them, one on one, sternly but compassionately compelling them to accept responsibility for their crimes and the harm they caused victims, families, friends, communities, and themselves. Anita carefully filed thousands of thank-you letters from "booters" for whom she made a difference.

Anita served as the citizen member of the Department's Policy Task Force, and was a member of the Interstate Compact Commission until her death. She strongly supported restorative justice, a criminal justice that envisions healing for all parties affected by crime, including victims and offenders, their families, friends and communities. She helped start the victim-offender dialogue program and, more recently, the offender accountability letter program.

In addition to her volunteer work with DOC, Anita received countless awards for her service and participated on myriad community boards and committees with the common goal of furthering the rights all people affected by crime. In 2005, she received a national award from the Interstate Compact for Adult Offender Supervision (ICAOS), which controls the interstate movement of some 250,000 adult parolees and probationers nationwide.

Anita was born Jan. 15, 1938, in St. Ignatius, grew up in Ronan, and in 1964 moved to Seeley Lake, where she taught school and tutored children. She was preceded in death by her parents Robert and Loula Leighton; sons, Randy and Jim; sisters Marie Shennum and Luella Pendleton; and a brother, Cliff Leighton.

Anita is survived by her husband of 45 years, Ron; daughters, Debbie Foley of Eureka, Pam Cyr and husband Mark of Kalispell; sons Mike Richards and wife Lynn of Seeley Lake, Greg Foley and wife Cindy of Kalispell, and Jeff Richards of Great Falls; 16 grandchildren; 12 great grandchildren; and brothers, Alvia Leighton and wife Florence of Kalispell, and Gerald Leighton and his wife Jean of Ronan, and their families.

A memorial service will be 10 a.m. Saturday, Oct. 11, at the Seeley Lake Community Hall with graveside services at 3 p.m. at the Ronan Cemetery.

Anita, thanks for everything. We will miss you.

## Second dog-training grad finds home

By Christine Timmerman  
PIO, Crossroads Correctional Center

A second graduate from the dog-training program at the Crossroads Correctional Center has found a new home.

Sonoma, a golden and black Labrador retriever mix who received his initial training from Crossroads inmates Shawn Smallen and Kert Desher, has been matched with Ike Welsey, a 58-year-old man confined to a wheelchair. The placement was made after the dog had completed advanced training in California to become a service dog.

Mark Bartosh, recreation supervisor at the Shelby prison, oversees the dog-training program and says he's thankful to all the inmates and staff members who make the program a success. "It takes tremendous dedication by everyone to keep this successful program going," he said.

The dog program, which started in March 2006 at CCC, has 10 dogs and involves about 24 inmates. Once the dogs complete basic training at the prison, Canine Companions for Independence provide additional training in California. Kelley VanTine, a facilitator for the program at Crossroads, says she expects to send four more dogs for advanced training in November.

Kenny, one of the first graduates of the Crossroads program, completed his advanced training and was placed with a 7-year-old girl earlier this year.



Sonoma and Ike



# P&P officer found his voice in corrections

**By Bob Anez**  
**Communications Director**

Tim Hides never thought he was cut out for a job in corrections, where daily dealings with offenders require a self-confident extrovert.

"When I was in high school, I was the kid in the back of the class that wouldn't talk and no one would talk to," the Great Falls probation and parole officer recalls. "When I went to college, I came out of my shell."

It was in college where one of his professors, Cindy Matthews, told him about her experience as a juvenile probation officer. That ignited Hides' interest and led him to what has been a 12-year career in corrections.

"She told me things (in corrections) are always changing and that it was always a challenge," Hides says.



Hides in his Great Falls office

Professor Matthews was right, he's concluded.

"I'm surprised by change and how often it happens," Hides says. "When I started there weren't a lot of community programs. Now we have more of them."

Hides sees that as a double-edged sword. On one hand, the expanded menu of treatment, assessment and sanction programs offers options that fit the individual needs of offenders and opportunities to avoid going to prison, he says. On the other hand, the existence of the programs leads some offenders to believe they face less serious consequences for their actions and that can encourage them to commit violations.

Hides, 36, began his corrections career in the juvenile detention center at Great Falls, right after he graduated from the University of Great Falls in 1997 with a bachelor's degree in criminal justice. He was a correctional officer, intensive supervision officer and compliance officer at the center, before moving to adult probation and parole five years

ago.

Hides used his talkative nature a lot in the juvenile world. "Kids were tough to work with," he says. "I learned to talk in juvenile corrections. You had to talk when there's an incident. I could always talk to someone and get them to stop (acting out)."

He remembers his move to adult corrections wasn't much of a change because he found himself supervising many of the same offenders he dealt with when they were juveniles. Today, his caseload includes 10 or 11 offenders he first got to know as juveniles, and his fellow officers probably supervise a couple of hun-

# Voice

FROM Page 16

dred men he knew in their younger days.

That's not too surprising, Hides says. "Some of them I knew were going to go through the system."

While seeing the same faces again and again can be a little discouraging, he says it's also offers him a satisfying challenge to try again to help offenders change.

"They know what to expect from me," Hides says of the recurring offenders. "They see me as someone trying to help. The ones who don't really care see me as a bother.

"Respect is the key," he adds. "It's always a kind of mutual respect thing. I treat people the way they treat me. A lot of guys – you treat them with a little respect and courtesy, you will get it back. But they realize if they get out of line, they get a butt chewing and they expect that."

*'I come to my job every day and I still like it. I don't see myself going anywhere. I am happy where I'm at.'*

*-Tim Hides*

Hides holds a unique position among the ranks of probation and parole officers. He's a gang specialist and about a fourth of his caseload includes all those offenders with some gang affiliation. "There's more coming all the time," he says.

Gang members are monitored more closely because they tend to be more violent than other offenders, Hides says. "But respect is big with them. If you show them respect, you will get it back tenfold on the street. They will answer your questions. They try to intimidate, but I don't let that happen."

Hides says Great Falls has the worst gang problems in the state. The city has about 20 gangs today; four times as many as just five years ago.

The responsibilities of supervising such a difficult group of offenders present a big challenge, but that's just fine for this once-quiet student in the back of a classroom. He's found more than a job; it's a career.

"I come to my job every day and I still like it," he says. "Sure, I get frustrated, but I enjoy who I work with.

We've got some excellent officers here. There's always someone willing to help out. I don't see myself going anywhere. I am happy where I'm at."

## Youth services fills key staff position

Gloria Soja got her first taste of corrections when she volunteered to help teach basic reading and math to inmates with life sentences at the Kingston Penitentiary in Ontario.

That beginning led to the Montana Department of Corrections where she joined the Youth Services Division as deputy interstate compact administrator and native American liaison. Soja (pronounced SOY-yah) replaces Nancy Wikle, who took a job in another state agency earlier this year.

She says her six months as a volunteer in the Canadian prison taught her a lot about the culture in such facilities and she found the work rewarding. Soja developed her interest in native culture later when a friend invited her to experience a sweat lodge with the Lokota Tribe in her native Saskatchewan.

"I've always really been drawn to spirituality and other cultures," she says.

And working with youth has long interested her. "You have the greatest potential for impact with children," she says. "Adults are more set in their ways."

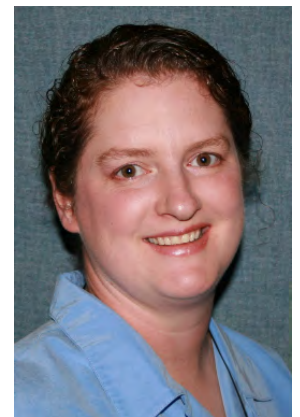
Soja, 32, says she was attracted to the youth services job because of her previous interest in native culture and her desire to see more culturally specific programs offered in

correctional facilities. "I want to be more directly involved in that," she says.

Soja has had some experience in that arena already. Before moving to Helena, she worked four years at the Montana Women's Prison as a correctional officer. During that time, she was involved in establishing the first sweat lodge and drum group at the Billings prison and expanding smudging opportunities for the Indian inmates there.

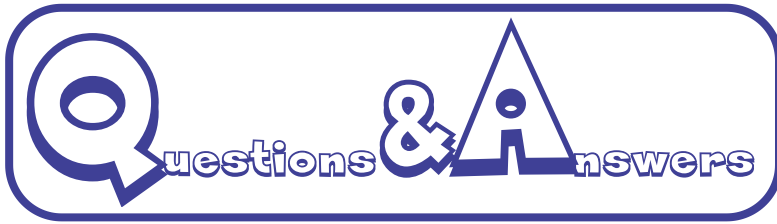
Soja plans to continue working on earning a bachelor's degree in business administration management through Montana State University-Billings.

Steve Gibson, division administrator, said Soja is a great addition: "We feel fortunate to have Gloria joining youth services. Her past experience, specifically with cultural diversity, will be a great asset to youth services and the department."



Soja





# Probation & Parole

## What is probation and parole?

*Supervised opportunities, given by a judge or the state Board of Pardons and Parole, for offenders to return to their communities and live productive, law-abiding lives while holding jobs, paying taxes and supporting families*

## What is the difference between probation and parole?

*Offenders are placed on probation by a district judge after pleading guilty and receiving a deferred or suspended sentence. Although supervised by the Department of Corrections, probationers remain under the legal jurisdiction of the sentencing judge. Offenders are placed on parole by the state Board of Pardons and Parole after serving time in a prison.*

## How many offenders are on probation or parole?

*About 8,900 at the end of July 2008, or about two-thirds of all offenders managed by the department*

## How many probation and parole officers does the state employ?

*143 at the end of July 2008*

## What's the average workload of a probation or parole officer?

*About 77 cases*

## Do officers receive training?

*Yes, they receive annual training and some officers with specialized caseloads, such as sex offenders and those with drug addiction, receive additional training.*

## How much does it cost to supervise someone on probation or parole?

*About \$4.63 a day, compared with more than \$60 for most other correctional placements*

## What kinds of restrictions are typically imposed on probationers and parolees?

*Offenders usually are prohibited from drinking, using drugs, possessing firearms, entering bars. A judge can also restrict who an offender associates with and where an offender can travel. Violent and sexual offenders must register their addresses with the state Justice Department. Restrictions can be imposed by a judge, Board of Pardons and Parole, or the Corrections Department.*

## Can offenders on probation or parole vote?

*Yes.*

## Can offenders on probation or parole hunt?

*No, because they are prohibited from possessing deadly weapons.*

## Can offenders work in bars?

*Generally no. Most conditions of supervision include restrictions on frequenting such places. Suitable employment must be approved by an offender's probation or parole officer.*

## Can an offender convicted of felony drunken driving legally operate a motor vehicle while under community supervision?

*Yes, but only with the permission of the offender's probation or parole officer and that occurs rarely. Offenders must demonstrate they are a low risk to re-offend by living lawfully for two years and being actively involved in a self-help group before being considered.*

## Are offenders on supervision allowed to live or travel wherever they want?

*No. Residences must be approved by the supervising officer, and travel outside an assigned area can only occur when an officer has granted permission to the offender.*

## Can probation and parole officers conduct a search without a warrant?

*Yes, as long as they have "reasonable suspicion" to believe that the offender has violated a law or a supervision restriction.*

## How many chances do probation and parole officers give offenders?

*An officer has a great deal of discretion in matters of violations. Offenders are held accountable for every violation in different ways. In making these decisions, officers generally weigh the severity of the case, the risk an offender presents and the need for public safety.*

## Do offenders pay anything for their supervision on probation or parole?

*Offenders pay a monthly supervision fee of \$15. The money is used to provide training and equipment to probation and parole officers.*

## How do offenders on probation or parole pay restitution to victims?

*Payments are made to a collections unit in the Department of Corrections, which disburses the money to victims.*

## Are people who committed misdemeanors supervised on probation and parole?

*State law allows the Probation and Parole Bureau to supervise only those convicted of felonies. The only exceptions are misdemeanor cases transferring from other states.*

# Attitudes on sex offenders surveyed

By Bob Anez  
Communications Director

The large majority of corrections professionals supervising offenders in Montana communities recognize that treatment, not life sentences, is the best means of managing the population of sex offenders, an academic study found.

However, those same people also acknowledge that most sex offenders are dangerous.

Those are some of the findings in a survey of 307 corrections-related workers across Montana, conducted by a student and faculty member from the School of Social Work at the University of Montana. Almost six out of every 10 people surveyed worked in probation and parole or at prerelease centers.

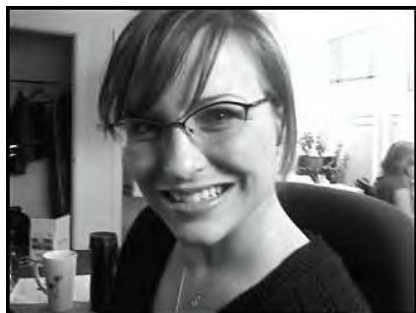
The survey, done as an independent study course and at no cost to the Department of Corrections, concluded that the cooperation provided by the agency is noteworthy. "The willingness of the DOC to assess its own workforce's attitudes evidences a progressive approach to the management of this controversial population," the authors wrote.

Corrections Department Director Mike Ferriter said it was important to measure the views of corrections professionals because it encourages people to take a close look at their preconceived views on sex offenders and to consider whether they are correct and appropriate.

"That's just what we believe society in general must do in regard to this challenging population," he said. "Broad assumptions need to be reconsidered if we are to make headway in effectively managing and treating sex offenders.

"We know that most sex offenders eventually return to the community, that they commit new crimes at a lower rate than other offenders and that treatment works to reduce repeat offenses," he said. "This survey provides a valuable glimpse into the minds of those most knowledgeable about sex offenders because they deal with them every day."

The survey was conducted by Kirstin Balow, an undergraduate student, and Associate Professor Tim Conley, from the School of Social Work.



Balow

By engaging in this progressive approach to understanding a controversial population, "Montana contributes to the national professional body of knowledge concerning community corrections with this challenging group of offenders," Conley said.

Also, he said, state agencies that work with the university system are able to benefit from ambitious, bright students who can contribute meaningful work as part of their education.

The report found that 82 percent of those surveyed believe sex offenders should not be locked up for life and that rehabilitation is valuable for them. The same percentage agreed that most sex offenders are dangerous, and 93 percent said they do not believe that sex offenders receive prison sentences that are "much too long" when compared to those given for other crimes.

Fifty-five percent said sex offenders can change their behavior with support and therapy. Sixty percent said they do not think sex offenders should lose their civil rights and a similar proportion – 65 percent – said sex offenders should wear electronic tracking devices that show their location at all times.

All but 2 percent of those taking the survey said they see no difference between sex crimes committed against a stranger and those committed against an acquaintance. Likewise, 98 percent said the exertion of emotional control over sexual assault victims is just as bad as physical control.

"One conclusion is that corrections workers do not differentiate dangerousness or severity based on whether the crime involves emotional coercion or familiarity with the victim," the report said.

Large majorities of those polled rejected stereotypical views of sex offenders. Ninety-four percent rejected the perception that most sex offenders are unmarried men, 87 percent said sex offender do not have trouble making friends and 83 percent said sex offenders are not loners who prefer to stay home. Eighty-two percent disagreed with the view that sex offenders have a stronger sexual urge than the average person and a comparable number – 78 percent – said sex offenders do not have high incidence of sexual activity.

"The findings of this survey provide some valuable and credible insights as to the makeup of this offender population," Ferriter said.

The survey findings can found at: [http://www.cor.mt.gov/Issues/UofMReportStudy\\_CCD-SexOffenderAttitudes.pdf](http://www.cor.mt.gov/Issues/UofMReportStudy_CCD-SexOffenderAttitudes.pdf).

## DOC employee survey

# Worker satisfaction measured

Department of Corrections employees have a strong belief in their own abilities, but view the agency as lacking in teamwork and communication, according to a workforce survey conducted earlier this year.

The survey, in which 358 of the department's 1,200 employees participated, found the highest level of satisfaction when it came to questions about personal development. But their views of the department as a whole and its ability to keep employees informed of changes and decisions – especially those affecting workers – showed the greatest level of dissatisfaction.

The most common advice that employees offered in their survey responses was for the department to show employ-

ees greater respect, listen to them and provide positive feedback.

Ken McElroy, chief of the department's Personnel Bureau, said the survey provides some valuable information that can be used to improve the work place for corrections employees.

"I was really pleased that we were finally able to get an agency-wide employee survey accomplished," he said. "I think it is a critical piece of our communication strategy. It's the part that makes that strategy whole by completing the circle. Now we can roll up our sleeves and find ways

*SURVEY, Page 21*

## Q&A

*FROM Page 18*

### **Who determines when an offender is eligible for parole?**

*Offenders are eligible for parole from prison once they have completed a fourth of their sentence. This time is calculated by the Corrections Department and credit is given for all time served for the offense, including any jail time. The Board of Pardons and Parole has the discretion to decide whether an offender is ready for release.*

### **Is probation only a slap on the wrist with little punitive or rehabilitative value?**

*No. It is an opportunity for an offender to avoid a prison term, and perhaps even clear his or her record of a conviction in the case of a deferred sentence. Probation, like parole, comes with restrictions that many offenders find onerous and difficult to follow. Restrictions on travel, residence, employment, alcohol and weapons are ones that many offenders find more difficult than incarceration. Living in a community where many know of the*

*offender, paying restitution and being supervised demands a high level of accountability.*

### **How do probationers end up in prison?**

*If a probationer violates the terms and conditions of his or her sentence, a probation officer files a report of violation. A district judge holds a hearing to determine whether any of the alleged violations occurred. If the judge finds a violation, the court may revoke the suspended or deferred sentence and impose a sentence of imprisonment.*

### **How many types of probation supervision are there?**

*Two, based on deferred and suspended sentences. Sentences can be deferred for 1-6 years on certain conditions. When offenders successfully complete the term, the district judge can allow them to change their plea of guilty to not guilty, dismiss the original case and erase the charge from an offender's record. A judge may impose a period of incarceration up to the maximum allowed by law and suspend any or all of the term. Offenders given a suspended sentence do not have the conviction removed from their record after completing the sentence.*

### **What is conditional release?**

*Offenders sentenced by a judge to the Department of Corrections and placed in a community corrections program are discharged from the program to community supervision as a conditional release.*

### **How does probation and parole use electronic monitoring?**

*Offenders placed in the intensive supervision program (ISP) are required to have a 24-hour-a-day, 7-day-a-week agenda that is regulated by an ISP officer, who also can require an offender to wear an electronic monitoring device based on risk and need. It ensures an offender is incarcerated in his or her home when not working, in treatment or providing community service.*

### **How is electronic monitoring used with sex offenders?**

*State law requires use of global positioning system (GPS) monitoring devices for the highest-risk sex offenders.*

### **What is private probation?**

*Private, nonprofit organizations contract with cities and counties for supervision of offenders convicted in Justice or City Court.*



# DOC seeks community-based proposals

The Department of Corrections is in the midst of fulfilling its legislative mandate to continue expanding programs that offer alternatives to prison.

The Adult Community Corrections Division has been busy working with the Contracts Management Bureau to develop and release three requests for proposals (RFPs) to establish a new prerelease center in the Kalispell area and a new sex offender treatment facility at an undetermined site, and to re-locate and continue operation of the Sanction, Treatment, Assessment, Revocation, and Transition (START) program.

The prerelease center and sex offender treatment program were authorized by the 2007 Legislature, which also endorsed START by continuing funding for the program.

Responses to the RFP for the START program were received Aug. 28. They were evaluated and scored in accordance with the established evaluation criteria published in the RFP. Offers were received from Two Rivers Authority in Hardin and Community, Counseling and Correctional

Services Inc. (CCCS) in Butte. The department intends to award a contract for these services later this year.

START began operation in December 2005 as a three-year pilot project to divert from prison offenders who violate conditions of their community placement. It is located in Warm Springs and operated by CCCS.

The RFP to establish a prerelease center in Northwest Montana was issued in July and offers were received Sept. 11. The department received responses from Missoula Correctional Services, CCCS, Community Solutions of Montana, and Volunteers of America Wyoming and Montana. The proposals will be evaluated in time for the department to award a contract for the center this fall.

The sex offender treatment RFP was issued in August and responses are due Oct. 15. The department intends evaluate all offers and award a contract before the end of this year.

Questions concerning these RFPs or any procurements can be directed to Gary Willems, chief of the Contracts Management Bureau, at 444-4941 or [gwillems@mt.gov](mailto:gwillems@mt.gov).

## Survey

*FROM Page 20*

to address the issues that concern our workforce.”

The survey was conducted by Business and Legal Reports Inc., a national human resources consulting firm. The survey asked employees to rate various statements on a scale of one to 10, with 10 indicating greatest agreement. They also were asked to indicate how important an issue is to them personally.

For example, one statement said, “My department has a high level of teamwork.” Employees were asked to indicate how strongly they agree with that and how important teamwork is to them. The two numbers were used to calculate a “satisfaction index” for each issue.

The strongest (most satisfied) responses came on statements such as “I am committed to doing quality work in my job,” “I understand how to be a good team player,” “I have an understanding of our business goals,” “My

manager cares about me as a individual” and “I know what is expected of me.”

Satisfaction was lowest when it came to communication within the department and between department offices about actions affecting employees.

### ***Satisfaction was lowest when it came to communications about actions and decisions affecting employees.***

The closer the satisfaction index came to 1.0, the more the department’s performance matched employee expectations.

Overall, the department scored 0.7, or 30 percent below a level that would indicate the agency was meeting employee expectations. The highest mark was 0.79 on personal development; teamwork scored 0.71; the organization rated a 0.67 score for such things as quality, commitment and work prac-

tices; and communication fared the worst with a score of 0.65.

When compared to results of the same survey conducted for 318 other employers around the country, the Corrections Department scored lower. The overall score for all employers was 0.8, or just 20 percent short of satisfying workers’ expectations.

The report concluded that the department has a weakness in all categories.

The most satisfied employees tended to be those who have worked for the department less than a year. Those working in accounting, finance, information technology and administration voiced the highest satisfaction. Employees with 6-10 years in the department, working on the legal staff or in production and manufacturing were the least satisfied.

In addition to urging more respect for employees, those responding to the survey also frequently suggested hiring supervisors and managers more interested in staff than their own careers, using consistent disciplinary practices, offering more staff training and improving internal communications.

## Completing meth treatment

# Study: mental illness, crimes factors

Offenders with a history of mental illness, childhood behavioral problems, fewer serious crimes and living outside Montana are more likely than others to drop out of new methamphetamine treatment programs, according to initial results of a new research study.

The study by Tim Conley, an associate professor at the University of Montana, found that 70 percent of those failing to complete the nine-month programs had a mental illness, compared with 48 percent of those completing the programs. In addition, those failing the programs had an average of two fewer felony convictions than those who completed treatment.

In addition, 51.6 percent of those failing the program had been diagnosed as having attention deficit hyperactivity disorder (ADHD) as children, more than twice the rate found among those finishing treatment. By another measure, about 47 percent of those failing to complete treatment were raised outside Montana, but that out-of-state trait was found among only 25 percent of those succeeding in treatment.

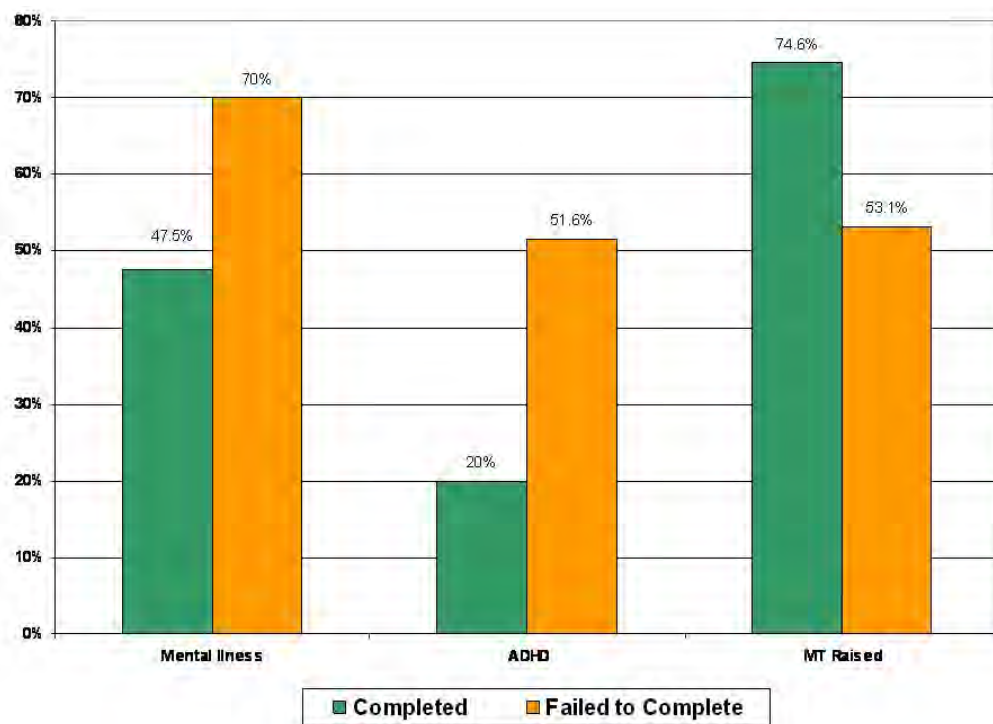


Conley

About 70 percent of the first participants in the program finished treatment. The women's completion rate of 82 percent was higher than the 67 percent rate for men. Women dropouts tended to last longer in their program than did men. Of those who dropped out, women had been at Elkhorn for an average of 143 days and men had been in Nexus for an average of 91 days.

Conley noted that his year-long study found a substantial reduction in the dropout rate in the second six months as compared to the first six months.

The analysis of the first groups of offenders participating in the Elkhorn and Nexus treatment centers was a prelude to assessing success of the young programs. The programs are operated by private companies under contract with the Montana Department of Corrections.



Conley said building a model capable of predicting who is more likely to complete meth treatment lays the foundation for forecasting recidivism among those offenders. He noted that, at the time the study was reported in September, the number of offenders who successfully completed the meth program and six months of aftercare at prerelease centers was too small to accurately assess the programs.

Conley said, "The most important finding to date is that DOC has the data streams in place to create statistically significant predictor models that will identify recidivism risk factors."

"Having identified the risk factors for the non-completers, treatment providers in the facilities can take these into account as they refine their practice model," he added.

Mike Ferriter, Corrections Department director, said this first study is a critical step toward developing a credible means of measuring the effectiveness of meth programs that started in 2007. Understanding the population undergoing treatment is necessary to that process, he said.

"These are unique programs and Montanans paying the bill have a right to know how well they work," he said. "We in corrections and those operating the programs need to know the outcomes so that treatment can be adjusted if necessary."

The prevalence of mental illness among those failing to

# Study

FROM Page 22

finish treatment indicates a need to effectively address those mental health problems, Conley's report said. Also, the fact that offenders raised outside Montana were more likely to fail suggests a "lack of connectedness to the community," and this is a factor in the outcome, he said.

"Both programs are advised to attend to the risk factors identified for non-compliance by developing clinical practice models that take into consideration specific offender's increased risk," Conley wrote.

The study assessed the makeup of the 271 offenders who were the first to participate in the treatment programs – the 80-bed Nexus version for men at Lewistown and the 40-bed Elkhorn center for women in Boulder. The project looked at 189 men and 82 women.

Almost half the men were referrals from Montana State Prison, while 11 percent came from one of the other prisons and 24 percent arrived from the Missoula Assessment and Sanction Center or the START program that handles offenders who violate conditions of their community placements.

Montana Women's Prison and the Passages programs each accounted for 40 percent of the women sent to Elkhorn. Passages includes a prerelease center, substance-abuse treatment program, and a sanction and assessment center. Probation and parole officers referred another 16 percent.

Typical offenders in the programs have long criminal histories. Nearly nine out of every 10 (86 percent) offenders in the treatment programs had spent time in prison, with the average stay about five years. They have an average of almost 18 arrests, five felonies and 14 misdemeanors.

The average age of those in meth treatment is 35 and three out of four are parents. Native Americans account for 34 percent of women in treatment, almost three times higher than the 13 percent of men at Nexus. Chippewa-Cree, Blackfeet and Salish-Kootenai make up nearly 42 percent of native offenders in the programs.

The education levels of offenders at both facilities are similar. Fifty-nine per-

cent of men and 52 percent of women have a general educational development (GED) diploma; 16 percent of men and 19 percent of women have a high school diploma. About 10.6 percent of men and 19 percent of women have some post-secondary education.

Thirteen percent of men and eight percent of women reported no academic achievement.

Among men, 43 percent had never been married, 21 percent had wives and 24 percent were divorced. Among women, 21 percent had never been married, 16 percent had husbands and 21 percent were divorced. A third of women and 12 percent of men reported common-law relationships.

Problem childhoods were common among those in treatment, with 59 percent of women and 38 percent of men reporting some type of abuse or neglect as children. The report noted that "these findings present substantial implications for treatment planning."

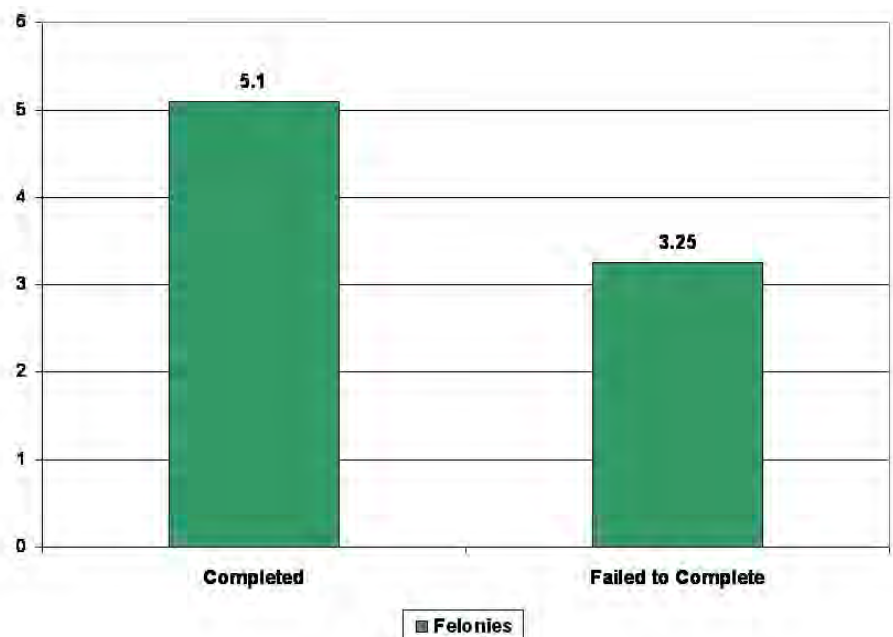
More than half (55 percent) of all those in the two programs had been diagnosed with a mental illness, with the problem more severe among women where the rate was 87 percent. About one out of every four offenders at Nexus and Elkhorn had been hospitalized for their mental illness, while 34 percent of the men and 56 percent

of the women were taking some type of prescription psychiatric medication.

Nearly seven out of every 10 men in the Nexus program had income of \$25,000 or less when admitted. The same percentage reported selling illegal drugs to make money, 47 percent stole from family and friends, and a fourth said they stole from their employers.

***'Both programs are advised to attend to the risk factors identified for non-compliance by developing clinical practice models that take into consideration specific offender's increased risk.'***

***-Professor Tim Conley***





# Open letter from new MCA president

*Welcome to the Montana Correctional Association!*

*As your new President, I wish to thank all of the past Presidents, Officers and Members who have selflessly contributed and worked diligently to better our organization. I am proud to be a member of the Montana Correctional Association!*



*Recently, in preparation for acceptance of my position, I reviewed the objects of our organization and noticed a re-occurring theme. The theme that I noticed is our "partnerships" between our state and federal organizations, affiliations and members, whether public or private. All our members dedicate many long hours in sometime austere conditions across the great State of Montana. Whether your duties are accomplished in a detention facility, a vehicle, outdoors or in an office, we are all dependant upon each other to achieve our successes. That is why I believe that we need to continue to support the Montana Correctional Association. Our association is the premiere organization within our State that focuses on building new relationships, providing excellent training opportunities and focuses on strengthening our existing relationships.*

*In 2009, our annual conference will be at the Fairmont Hot Spring Resort in Gregson, Montana. I am hoping to build on this concept of "partnership" at the 2009 conference.*

*Thinking about the history, unique melting pot of citizenry and contributions of Anaconda, Deer Lodge and Butte to our country, I cannot think of a better place in Montana than Fairmont to continue to focus on our partnerships.*

*To build these partnerships and strengthen or relationships, our organization will continue to sponsor educational opportunities throughout the year and at the conference. I hope that everyone has an opportunity to attend or at least, encourage others to attend our conference.*

*There is no doubt that our organization's strength comes from our membership's dedication, commitment and professionalism!*

*As a reminder, another issue we have to look forward to is when our legislators are back in Helena in 2009. During the legislative session, as a member of our organization, we need to support our goal of promoting rational legislation governing the criminal justice process for adult and juvenile offenders.*

*In 2010, the Montana Correctional Association is planning to return to the great northwest and bring our conference to Kalispell. It has been awhile since we have been to Kalispell and it will be wonderful to see the change and progress our members have made in one of the most scenic area of the States.*

*Please keep in mind, the Montana Correctional Association is here to serve you, please feel free to tell us how were doing. Your feed back is important. I hope to see you at our conferences!*

*Sincerely,  
Steve Ette  
President, Montana Correctional Association*

# MCA conference awards roundup



Creighton "Bud" Walsh, probation and parole officer from Butte, was honored as correctional employee of the year.



Unit managers at Pine Hills Youth Correctional Facility received the juvenile institution employee award. From left: Jason Higgins, Shad Burrows, Jody Kirkwood, Jeff Lee, Carrie Beach and Mark Schwarzkopf. Beach, a case manager at Pine Hills, introduced the winners.



Jim Brilz of Great Falls received the adult probation and parole employee award.



Armando Oropeza, DOC trainer at the law enforcement academy, is administration employee of the year.

*Photos by Curt Swenson*



Janet Cox, who has worked at Montana State Prison for 30 years, receives the Adult Institution Employee of the Year award.



Pat Dewitt, who works in network support in Billings, took the support services employee award.



The John Pardis Award went to Don Nagel, maintenance supervisor for Alternatives Inc. in Billings. Nagel died earlier this year so the award was accepted by his widow and two sons. Pictured, left to right: Dave Armstrong, Alternatives administrator; Pete Magnum, who nominated Nagel; Deb Willis, outgoing MCA president; and Brenda, Travis and Randy Nagel.

# OMIS up and running

*EDITOR'S NOTE: On Sept. 15, the Montana Department of Corrections entered a new era. That was the day the new Offender Management Information System (OMIS) became operational. This program replaces badly outdated systems for tracking offenders under supervision of the department, providing a wealth of well-organized and easily retrievable information for staff. The arrival of OMIS has been a long time coming and is the technological equivalent of moving from a Model T to a modern automobile almost overnight.*

**By Anita Pisarsky**  
**OMIS Project Manager**

When we first went out two years ago promoting the new application, we compared it to the story of Jason and the Argonauts and the search for the Golden Fleece. The overall program for the OMIS application is ARGO, named after the vessel that transported Jason and the Argonauts on their quest. Staff will notice on the attention page that the name for this release is the Golden Fleece. The objective of this phase of the project was to obtain the Golden Fleece, the replacement of Pro-Files and ACIS. We met that objective on Sept. 15.

Along the way we met our share of harpies, items that we needed to slay to move forward in our journey. Some of these challenges included learning new software, changes in resources, achieving new job skills and data conversion. I am glad to say that we tackled those harpies with forethought and diligence, and the resulting product is the OMIS application that we use today.

The OMIS application contains the functionality found in Profiles and ACIS, which was our initial objective. Additionally, along the way, we picked up some new functionality. We can now attach chronological information to an offender, customize our own reports, capture photos, and see our caseloads, to name a few.

There have been a few bumps in the initial release, which is common with any new application, and we appreciate everyone's patience as these occur.

It is a pretty exciting time. We have only just begun.

We have the foundation piece up and running and now it is time to build upon it. The project team has been tasked with using the current version of OMIS to create a version for juvenile offenders called YMS (Youth Management System).

While I have a majority of the developers assigned to that application, I will have a few working on small features for the OMIS. Once we have YMS in production, we will begin work on the Offender Management Plan (OMP) module.

The OMP module will assist in designing individual offender plans and charting offenders' progress in relation to needs assessments, classes, goals and programming necessary for successful re-entry. This is a complex module and will require lot of predevelopment and requirements work.

The project team has a list of requested enhancements and additional features that have come to us through various channels. All defect fixes will be implemented as part of regular maintenance; all new feature requests will be documented and submitted to a change control committee that is in the process of being established.

To the project team, the application testers, management team and everyone that contributed to the Golden Fleece, thank you for the hard work and dedication that you gave. Together we are building an application for which we can be proud.



Pisarsky

## User group helps draw blueprint for OMIS

**By Mike Hausler**  
**Business Analyst**

On Sept. 15, the Montana Department of Corrections implemented a brand new system to help manage offenders ordered by courts to be supervised by the department. The new Offender Management Information System (OMIS) replaced the old legacy systems ACIS and PRO-Files.

To accomplish something of this scale, most people think about the programmers within the information technology department. Certainly their work is important and without them we would still be doing everything on paper. In reality, what people tend to overlook is the actual work we all perform each and every day.

"We" means all of corrections. We perform work and that work is our business. We are in the business of managing people. If we don't run our business correctly, the



# Federal grants a goal for DOC

## ***Bardash hired as new coordinator***

Although the Department of Corrections budget relies mostly on the state's general fund, the agency aggressively seeks other sources of money to help finance programs and services.

The department has about a dozen federal grants worth \$1.8 million and employs a federal grants coordinator to seek, secure and maintain new and existing grants. The agency has used \$7.7 million in federal grants during the past five years.

"The department takes seriously its obligation to Montana taxpayers to operate as efficiently and effectively as possible in providing the services required," said Donci Bardash, who became the grants coordinator in August. "Our goal is use federal funding whenever possible to offset some of the need for general fund money."

Bardash previously worked for the Department of Public Health and Human Services women's and men's Health Section. In addition to acting as Montana's teen pregnancy prevention expert, her responsibilities included managing Title X and Title V grant requirements, auditing local family planning clinics, and providing technical assistance to 29 sub-grantees. Her greatest success was securing half a million dollars to expand services to males.

"To some, it may sound like an unlikely jump, but I've always viewed corrections as a public health issue in part," she says.

Bardash is responsible for coordinating various federal grant requirements such as progress reports, applications and interpretation of federal guidelines and regulations. She also researches, proposes and pursues new grant opportunities.

"I enjoy the challenge of finding grant opportunities that meet our needs, and crafting applications based on the vision stakeholders have painted," she says. "It's a creative process that requires lots of collaboration, brainstorming, communication, innovation and, yes, writing. I've always been a healthy mix of right-brained and left-brained, so this position feels just right."

Bardash says securing federal funds to offset state general fund can be difficult because of the timeline for federal grants. Congress has not yet appropriated fund-

ing, so new federal grant solicitations are not expected until the spring or summer of 2009.

She says the department expects to pursue grants that assist offender re-entry into communities, provide work training and educational opportunities to offenders, decrease recidivism, emphasize treatment and community corrections, and address the connection between incarceration and public health issues such as mental health and addiction.

"We'll look at each grant opportunity carefully, considering how effectively it meets Montana's goals compared to the grant requirements and administrative burden it may place on the department and our contractors," Bardash says. "Unfortunately, not all federal grants are the right fit."

She outlined plans to use the department Web site to promote current grant-sponsored programs, such as the Transitional Training for Youthful Offenders Grant.

"My hope is that by promoting programs internally, more staff will know about the opportunities we currently have," she says. "For example, if an instructor at Montana Women's Prison could access information on the Transitional Training Grant, along with a link to the offender application from her office computer, it will likely increase offender enrollment in post-secondary education at her facility."

Bardash plans to have a summary of all of the department's federal grants posted on the Internet by December.

"Ultimately, our goal is to improve the lives of Montanans," she says. "That's why we are hosting a free, online orientation to federal grants next month facilitated by Grants.gov program staff. We want all state agencies to succeed and look forward to sharing resources as a state."

Bardash, 31, moved to Helena in 2002 after living abroad. Prior to working for DPHHS, she held positions in corporate management, non-profit administration and public affairs. She and her husband, Chris, have a 3-year-old daughter.



Bardash

## Making amends

# *Offender letters to victims can bring healing*

**Sally K. Hilander**  
**Victim Information Specialist**

An apology from an offender can't erase the damage caused by crime, but it can soften the trauma by demonstrating that an offender takes responsibility and is committed to reform. For victims, this is a step in the right direction.

The Department of Corrections recently adopted a process that allows offenders under its supervision to place approved "accountability letters" for their victims in a secure letter bank in the victim information specialist's office, where victims may access them voluntarily.

Treatment professionals at many DOC and contracted facilities know that the act of writing an apology letter can help offenders develop victim empathy and identify thinking errors such as denial and blame.

Letter-writing exercises are often part of offender programming, such as cognitive principles and restructuring (CP&R). Offenders are not allowed to send these letters to their victims, however, because they might violate no-contact orders. Worse, unsolicited letters from offenders can cause lasting harm to victims who never again wanted to see or hear from those who turned their lives upside down.

The new offender accountability letter process overcomes these barriers by giving victims the choice to accept or refuse a letter. The process spelled out in policy 1.8.3. honors the DOC mission to support victims of crime and

promote positive change in offender behavior. Such restorative justice programs focus on healing the harm that crime causes victims and offenders, their families, friends, neighborhoods, and communities.

Facility/program staff and the DOC victim information specialist will screen letters for deposit in the accountability letter bank. Offenders will be given the opportunity to revise letters that violate guidelines adopted as part of the new policy. The purpose of screening is not to squelch offenders' free expression, but to make sure their efforts to "make amends" are successful and do not further harm their victims.

Letter screeners will identify offender accountability issues and possible selfish motives such as a desire to "look good" to the parole board or seek forgiveness to relieve guilt. The ideal letter is brief, demonstrates remorse, takes responsibility for the crime without blaming others, makes



*LETTERS, Page 29*

## Policy governs employee-offender ties

The Department of Corrections has dozens of policies and sometimes the important ones can get forgotten among so many.

The Human Resources Division wanted to remind employees of one of the most important policies.

Policy 1.3.12 addresses staff association and conduct with offenders. It requires employees to notify their supervisors within 48 hours of learning that a member of their own family or household or a close friend has been committed to the custody or supervision of the department.

Employees also must immediately notify their supervisor and the appropriate administrator upon learning that a member of their own family or household or a close friend is assigned to the facility, program or region in which the staff member works.

The purpose of this policy is to protect staff from inadvertent conflict of interest situations or unfair suspicions. If notice is given, a supervisor will forward the information to the Human Resource Bureau where the documentation will be maintained and designated "staff association" should any questions arise.

This information is strictly confidential and available only to those with a need to know based upon their responsibilities. It is never placed in an employee's personnel file, but is maintained separately. A copy of this policy can be found on the DOC intranet at <http://mycor.cor.mt.gov>. Questions regarding this policy should be directed to a human resource representative.

## Letters

FROM Page 28

no assumptions about how the victim feels, and outlines plans for personal change, such as a commitment to pay court-ordered restitution.

Many victims probably will opt not to read what their offenders have to say, but the letters will remain in the letter bank indefinitely in case they change their minds later. Victims who want to receive a letter that their offender has written might need to petition the court to revise a sentencing order that prohibits victim contact.

Policy 1.8.3, with offender letter-writing guidelines attached, is posted on the DOC Web site at <http://cor.mt.gov/Resources/Policies.asp> and the staff intranet site. The policy encourages all department and contracted facilities to offer a procedure to assist offenders who demonstrate a sincere desire to make amends. Victim information specialist Sally Hilander is available for consultation, staff training and letter screening.

For information on all victim programs at DOC, call her at (406) 444-7461 or email [shilander@mt.gov](mailto:shilander@mt.gov).

## Legal Brief



*EDITOR'S NOTE: This installment looks at legal issues related to the meth treatment centers.*

**By Diana Koch  
Chief Legal Counsel**

**Who is eligible to go to one of the department's meth treatment centers?** There are three different types of offenders who are eligible for the meth treatment program:

- a. An offender who has been sentenced specifically pursuant to MCA § 45-9-102 (5) (a) (ii) (the statutory penalty for second offense for possession of methamphetamine);
- b. An offender committed to the Department of Corrections and after assessment in one of the department's assessment centers the department has determined is appropriate for the meth treatment program;
- c. An offender whom the parole board has determined is appropriate for the meth treatment program and whom the board has said it will parole upon completion of the program.

**Can't the sentencing court sentence an offender to the meth treatment program?** No. A court has no power to impose a sentence in the absence of specific statutory authority (State v. Hicks, 2006 MT 71, ¶41) and a commitment or sentence to meth treatment is not authorized by any sentencing statutes.

**If the court commits the offender to the department and recommends meth treatment, doesn't that guarantee the offender will get into meth treatment?** No, it does not. First, the Department of Corrections will try to honor the court's recommendation, but the corrections professionals will assess the offender to verify the most appropriate placement, and it might not be the court's recommended placement. Second, the meth treatment centers have screening committees that have the final say in who they will accept into their program.

**If the defense attorney has the offender screened before sentencing and he/she is accepted at meth treatment, doesn't that guarantee the offender will get into meth treatment?** No, it does not. The corrections professionals will still assess the offender's background and needs and may decide that another placement is more appropriate.

**Is the offender's sentence suspended upon successful completion of meth treatment?** No, only in one instance is the offender's sentence suspended if the offender successfully completes the meth treatment program, and that is if the sentencing judge specifies that the sentence is pursuant to MCA § 45-9-102 (5) (a) (ii). A generic sentence for second offense possession of meth is not sufficient for a suspension of sentence upon completion of meth treatment because § 45-9-102 (5) allows the sentencing judge to impose a regular sentence, too. So, to be eligible for the sentence suspension, the judgment must clearly specify the court's intent.

**What happens to the offenders who complete the program and don't have their sentence suspended?** If the offender is committed to the Department of Corrections, the department may conditionally release the offender to community supervision or place the offender in another appropriate facility or program. If the offender is in treatment with a parole board endorsement, the offender will earn his/her parole.

**What happens to offenders who fail to complete meth treatment?** They go to prison.

*NEXT: DOC commits*



# National survey catalogues correctional facilities

Private correctional facilities accounted for almost all the growth in the number of adult facilities between 2000 and 2005 and most of the new private institutions were under contract the Federal Bureau of Prisons, according to a national survey by the U.S. Bureau of Justice Statistics.

From mid-2000 through the end of 2005, the nation saw a 9 percent increase in the number of state and federal correctional facilities, from 1,668 to 1,821. At the same time, the number of offenders in custody climbed 10 percent, from 1.3 million to 1.43 million.

The largest increase in correctional facilities occurred among private, community-based versions, which grew by 89 percent to a total of 308.

More than half of the correctional facilities operating in 2005 were classified as minimum-security institutions and

about a fourth were medium security. About a fifth were maximum security.

Nationally, the report said, correctional facilities were filled to 11 percent beyond capacity. In Montana, the 19 correctional facilities listed in the report were operating at 1 percent over capacity in 2005.

The report, released in October, said Montana added three facilities during the 5½ years, bringing to 11 the total operating in the state at that time. Six were “confinement facilities,” where more than half the offenders were not allowed to leave on their own on a regular basis.

The study found that correctional facilities nationwide had a ratio of 5.1 inmates for every correctional officer and in Montana that figure was 4.5 inmates per officer.

## Blueprint

*FROM Page 26*

consequences would be disastrous. It is that very business that must be reflected in any work that the programmers perform. There is a fundamental need to understand what it is that we do, and it is from that understanding OMIS was created.

When Anita Pisarsky and I were struggling with trying to collect the business requirements OMIS depended upon, we were met with conflicting schedules, time constraints and geographic distances. We needed a lot of information to really make OMIS worth having but we didn't have a clue as to what all of that information was.

ACIS and PRO-Files gave us a lot of answers, but were they the right answers? We needed to know if the answers we had truly fit how we did business in today's world. Simply, we had to make the necessary corrections and we had to fill in the gaps found since ACIS was first distributed 22 years ago.

We knew we couldn't do that on our own. We also knew that every one of us within the department were stretched about as thin as rice paper, and getting anyone to drive to Helena for several days at a time was just not feasible. The main issues were money and time away from the office.

The idea arose to do weekly meetings using desktop-sharing technology. Basically, we could share the screen of the meeting presenter and use a phone conference bridge to connect everyone together with voice. Being able to see and hear was advantageous, but the fact that there was no travel, per diem and out-of-office time was invaluable.

This was the creation of the OMIS User Group (OUG).

The OUG first met in March 2007. The group consists of ACIS and PRO-Files users from all over the state repre-

senting all areas of corrections, including key IT staff and youth services.

Meeting for 1½ hours a week, this group has been able to make crucial strides in defining correctional processes, and



Hausler

the participants' real-world experiences have been vital in the creation of our OMIS business logic. Their business knowledge was translated and written by the programmers, and that code is what you see when you login today.

From offender creation and bed assignments to internal and external moves, caseloads and reports, this system was created by and for employees of the Montana Department of Corrections. While the Sept. 15 launch replaced only our old legacy functionality, plans already are under

way for the next phases of OMIS that will build on what has already been created.

The original OUG members are: Brian Callarman, Kelly Churchill, Gloria Cowee, Janet Cox, John Daugherty, Mary Doll, Sue Drivdahl, Cathy Gordon, Dewey Hall, Ramya Hallimysore, Gary Hamel, Dawn Handa, Lisa Hunter, Mark Johnson, Colleen Jones, Rick Jones, LaVonne Kautzmann, Rob Kersch, Georgia Knudsen, Diana Koch, Kenny Kyler, Kurt Lewis, Betty Miller, John Monson III, Lisa Navarro, Judy Nelsen, Carol Nelson, Jason Nelson, Anita Pisarsky, Judy Reimann, Sherri Row, Michele Siegfried, Les Snovelle, Jeff Walter, Ted Ward, Roxanne Wigert, John Williams and Deborah Willis.

To that group, thank you – thank you all for your hard work and dedication. OMIS would not be here today without you.

## Victims tribute

# Boot camp butterfly

By Karen Vaughn  
TSCTC Administrative Assistant

Treasure State Correctional Training Center's most important mission is to work with offenders in a way that ultimately decreases the chances they will create more victims. As visitors approach the facility, they see a spectacular tribute to that goal, built by the boot camp's trainees.

The victim symbol's hand represents the offender's receptivity to change and the understanding of the wrong he has committed and the long-term ripple effect on his victims.

The butterfly represents change in the offender's mind, and the struggle and effort that it takes to change himself – just as a butterfly emerging from the cocoon.

The statement "I will never victimize again" is a very strong lesson and goal that trainees are expected to embrace before they may graduate from TSCTC. A trainee's impact on victims is emphasized throughout the treatment program.

Victim advocate Anita Richards originally presented the butterfly concept to TSCTC, and the administration has chosen to carry it on. Each graduating trainee, or "booter," commits and promises to "never victimize again." In addition, he received a card from Ms. Richards with the "metamorphosis" story enclosed.

Here is that story by an anonymous author:

*A man found a cocoon of a butterfly. One day a small opening appeared and he sat and watched the butterfly struggle to force its body through that little hole. The man decided to help the butterfly and so he took scissors and snipped off the part of the cocoon that held the butterfly.*

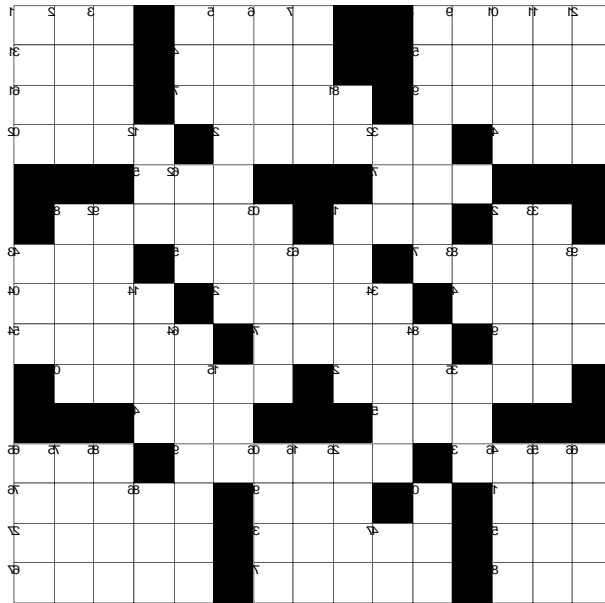
*It then emerged, but with a swollen body and small shriveled wings. The man watched, expecting that at any moment the wings would enlarge and expand to support the body, which would contract in time. Neither happened! In fact, the butterfly spent its entire life crawling with a swollen body and shriveled wings. Never did it fly.*

*What the man did not understand was that the restricting cocoon and the struggle required for the butterfly to get through the opening were God's way of forcing fluid from the body of the butterfly into its wings so that it would be ready for flight once it achieved its freedom. Sometimes struggles are what we need.*

*We would be crippled if allowed to go through life without obstacles. We would be crippled and weak and we could never fly.*



# Corrections Crossword



## ACROSS

- 1 Had been
- 4 Yowl
- 8 What corporate bigwigs get
- 13 Flurry
- 14 Belief
- 15 Former dictator and family
- 16 Male sheep
- 17 \_\_\_-garde
- 19 Operate a machine
- 20 Pull
- 22 Very dark blue
- 24 Football linemen
- 25 Goddess
- 27 Pixie
- 28 Creamy soups
- 31 Brew
- 32 Quiet!
- 34 Cation
- 35 Peeved
- 37 Devil
- 40 Mexican sandwich
- 42 Cede
- 44 Note
- 45 Canned chili brand
- 47 Supplied
- 49 Headed
- 50 Bouts
- 52 Bay of \_\_\_
- 54 Be incorrect
- 55 Glendive warden
- 56 Compass point
- 59 Talks back
- 63 Small, flat-bottomed boat
- 67 Artery
- 69 \_\_\_-Mart
- 71 Mineral-laden rock
- 72 Poisonous plant
- 73 To no \_\_\_
- 75 RR depot
- 76 Stir to activity
- 77 Joon's friend
- 78 Nine-digit personalized number

## DOWN

- 1 Fend off
- 2 6th month (Jewish calendar)
- 3 Bod
- 4 Central Intelligence Agency
- 5 DOC \_\_\_\_\_ Council
- 6 Skimpy
- 7 What an airplane does
- 8 Gets out of prison
- 9 Large, flightless bird
- 10 Orange peel
- 11 Loop yarn and thread together
- 12 Mothballed airliners
- 18 Titanium (abbr)
- 21 Jewel
- 23 Stiffen
- 26 Kimono sash
- 28 Sheep-like animals
- 29 Take off the lid
- 30 Avoids
- 31 Improvise a speech
- 32 Stone
- 33 HPIS Chief
- 34 \_\_\_ A Small World...
- 36 Moray
- 38 Morning hours
- 39 Affirmative gesture
- 41 Giant
- 43 More than one doe
- 46 Electric City P&P boss
- 48 Deoxyribonucleic acid (abbr.)
- 51 Time period
- 53 Cheat
- 56 Backtalk
- 57 Broth
- 58 Writer Bombeck
- 60 Cotton ball
- 61 Keep
- 62 Zeal
- 64 Deputy warden Swanson
- 65 \_\_\_\_\_ and crafts
- 66 To have in mind
- 68 Sticky black substance
- 70 Crafty

Answer on page 39

## Videoconferencing valuable DOC tool

By Ted Ward  
IT Training Specialist

Video what?

Videoconferencing is a technology that allows two or more locations to interact using two-way video and audio communication simultaneously. It is basically a video camera and a speaker phone combined into one package. It allows people to have face-to-face conversations without having to travel long distances.

The great feature of videoconferencing is participants can see the emotions and body language of the other participants, just as if they were in the same room.

In addition to having multiple locations where corrections staff can see and talk to each other, the agency has two sites that also allow sharing of information using a computer. The videoconferencing systems at those sites allow the presenter to share what is on a computer screen with the whole conference, such as a slide presentation, charts and graphs. The Helena site also can record a videoconference meeting on either videotape or DVD.

The department has been using videoconferencing for a few years now and the network has grown to more than 10 sites.

The agency has access to an even larger network supported by the Department of Administration. This broader system connects to the District Court network, a medical network, and other state agency networks. The system offers the opportunity for worldwide connections.

Using this system, the department has been able to bridge long distances in this large state, allow staff and offenders to attend court appearances without travel, and reduce the expense of traveling for meetings or training.

The service is provided at no cost by the department's Information Technology Bureau.

Employees wanting more information about the videoconferencing system and its benefits may contact Ted Ward or Mike Raczkowski.



# Health and Wellness

by April Grady

**Quarterly Quote:** A bend in the road is not the end of the road unless you refuse to take the turn-anonymous

**Eco Tip:** Whether it's winter or summer, blackout curtains can help you save cash on cooling and heating bills - and every bit of energy you save is a little less strain on the environment.



## FOOD:

EGGS: 74 CALORIES  
PER LARGE EGG,  
EAT 3-7 EGGS PER  
WEEK

"An egg a day is A-OK". Here's why: Eggs contain a heavy-hitting four grams of pure muscle-building amino acids inside every shell, in addition to boasting one of the highest naturally available

doses around of a vitamin called choline, which is thought to help enhance memory. "They're the gold standard in terms of providing all the right nutrients for muscle growth," says Elizabeth Ward, M.S., R.D., a nutritionist in Reading, Mass

## Deviled Eggs

6 free-range eggs, hard-cooked

1 tbsp. light sour cream

1 tbsp. light mayonnaise

3/4 tsp. prepared mustard

1 tsp. dill pickle relish

1/8 tsp. onion powder

1/4 teaspoon sea salt, optional

1/8 teaspoon pepper

Cut eggs in half lengthwise. Remove yolks and set whites aside. Mash yolks with fork. Stir in remaining ingredients until well blended. Refill whites, using about 1 tablespoon yolk mixture for each egg half. Chill to blend flavors.

## Scrambled Egg Burritos

4 9-inch whole-wheat flour tortillas

4 large eggs

1/8 teaspoon salt

Freshly ground pepper to taste

1 teaspoon extra-virgin olive oil

1 4-ounce can chopped green chiles

1/2 cup grated Cheddar or pepper Jack cheese

2 cups prepared salsa

1/4 cup reduced-fat sour cream

1. Preheat oven to 350°F. Wrap tortillas in foil and heat in the oven for 5 to 10 minutes.

2. Blend eggs, salt and pepper in a medium bowl with a fork until blended. Heat oil in a 10-inch nonstick skillet over medium-low heat. Add chiles and cook, stirring, for 1 minute. Add eggs and cook, stirring slowly with a wooden spoon or heatproof rubber spatula, until soft,

fluffy curds form, 1 1/2 to 2 1/2 minutes.

3. To serve, divide eggs evenly among the tortillas. Sprinkle each with about 2 tablespoons cheese and roll up. Serve with salsa and sour cream. **NUTRITION INFORMATION:** Per serving: 328 calories; 15 g fat (6 g sat, 5 g mono); 232 mg cholesterol; 35 g carbohydrate; 18 g protein; 7 g fiber; 719 mg sodium; 286 mg potassium. **Nutrition bonus:** Fiber (29% daily value), Vitamin C (25% dv), Calcium (20% dv), Vitamin A (20% dv).

2 Carbohydrate Servings

Exchanges: 2 starch, 1 vegetable, 1 medium-fat meat, 1/2 high-fat meat, 1/2 fat

## Easy Egg Sandwich

1 tablespoon reduced-fat cream cheese

1 teaspoon whole-grain mustard

1/2 teaspoon chopped fresh dill

2 slices thin whole-grain rye bread, toasted

1 large hard-boiled egg, sliced

2 tomato slices

Pinch each salt and pepper

Mix together cream cheese, mustard and 1/2 teaspoon chopped dill. Spread the mixture over toasted bread. Top one slice with egg, tomato and salt and pepper. Cover with the other slice of bread. **NUTRITION INFORMATION:** Per serving: 258 calories; 10 g fat (4 g sat, 3 g mono); 220 mg cholesterol; 29 g carbohydrate; 13 g protein; 3 g fiber; 703 mg sodium; 203 mg potassium. **Nutrition bonus:** Selenium (46% daily value), Folate (19% dv), Iron (15% dv). 2 Carbohydrate Servings.

**De-stress:** Stress is what you feel when you have to handle more than you are used to. When you are stressed, your body responds as though you are in danger. It makes hormones that speed up your heart, make you breathe faster, and give you a burst of energy. This is called the fight-or-flight **stress response**.

If stress happens too often or lasts too long, it can have bad effects. It can be linked to headaches, an upset stomach, back pain, or trouble sleeping. It can weaken your **immune system**, making it harder to fight off disease. If you already have a health problem, stress may make it worse. It can make you moody, tense, or depressed. Your relationships may suffer, and you may not do well at work or school. (Web MD)

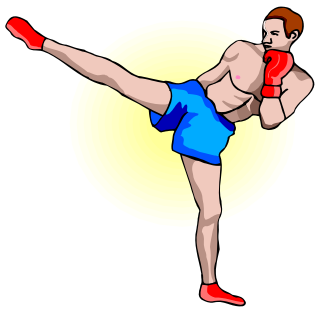
- **Exercise.** Regular exercise is one of the best ways to manage stress. Walking is a great way to get started.
- **Write.** It can help to write about the things that are bothering you.
- **Let your feelings out.** Talk, laugh, cry, and express anger when you need to.
- **Do something you enjoy.** A hobby can help you relax. Volunteer work or work that helps others can be a great stress reliever.

## Wellness

FROM Page 33

- **Learn ways to relax your body.** This can include breathing exercises, muscle relaxation exercises, massage, aromatherapy, yoga, or relaxing exercises like tai chi and qi gong.
- **Focus on the present.** Try meditation, imagery exercises, or self-hypnosis. Listen to relaxing music. Try to look for the humor in life. Laughter really can be the best medicine.

**EXERCISE:** Kick into Gear: Burn 175 Calories in 15 Minutes



Try this fierce fat-blasting cardio kickboxing sequence by Shannon Lukeman-Hiromasa, fitness director for Premier Martial Arts International in Broomfield, Colorado.

By the editors of *FITNESS*;  
Photographs by Chris Fanning

Use a chair for balance.

### Minute 0-1: Knee Strikes Squat Down

As you rise, lift left knee. Thrust hips and knee up, toes pointed, elbows down. Repeat on right.

### Minute 1-2: Upper-Body Sculpter

Turn to right and jab forward with right hand, then jab across your body with left. Do 10 reps. Stop and do 5 push-ups on chair, hands on seat. Turn left, repeat.

### Minutes 2-4: Cardio Blast

Run in place 5 seconds, do 4 knee strikes. Repeat.

### Minute 4-5: Leg Toner

Do front kicks; alternate left and right legs.

### Minute 5-6: Upper-Body Sculpter

Turn to left and jab forward with right hand, then jab across your body with right. Do 10 reps. Stop and do 5 push-ups on chair, hands on seat. Turn left, repeat.

### Minutes 6-8: Cardio Blast

Run in place 5 seconds, do 4 knee strikes. Repeat.

### Minute 8-9: Booty Camp

Hold on to chair for balance; do side kicks to left.

### Minute 9-10: Upper-Body/Core Sculpter

Alternate 5 push-ups and 5 seconds of mountain climbers (push-up position, switching knees to chest).

### Minute 10-11: Booty Camp

Hold on to chair for balance; do side kicks to right.

### Minutes 11-13: Cardio Blast

Run in place 5 seconds, do 4 knee strikes. Repeat.

### Minute 13-14: Four-Count Sit-Up

Lie down and crunch in, extend legs, open to V; close legs, keep legs and shoulders 6 inches off floor.

### Minute 14-15: Cooldown

Lie on back with eyes shut, arms and legs extended.

Originally published in *FITNESS* magazine, February 2007.

# MSP, MCE staffs earn annual honors

More than 100 employees at Montana State Prison and Montana Correctional Enterprises were honored for their years of service to the state of Montana during the annual employee recognition awards ceremony at the prison in August.

Vern McDonald of Deer Lodge, a correctional officer, was named employee of the year.

The awards ceremony involved a barbecue. Department of Corrections Director Mike Ferriter joined Warden Mike Mahoney and MCE Administrator Gayle Lambert for the awards presentation.

In all, 116 staff members were recognized for their dedicated employment, including 35 for five years of service, 32 for 10 years, five for 15 years, 23 for 20 years, 18 for 25 years, and three for 30 years.

A selection committee chooses the employee of the year from the previous four employee of the quarter award recipients. The employee receives a certificate of appreciation/accomplishment signed by Ferriter; use of a

designated parking space for one year, a plaque and a photo posted in the lobby area of the administration building at the prison.



Vern McDonald is MSP employee of the year. (Photo by Linda Moody)

McDonald was chosen employee of the quarter in January. On most days, he staffs the security post in the lobby of the administration building. This is a busy post and McDonald represents all staff in a professional manner when outside guests come to the prison. He is very respectful and takes the time to explain the prison entrance process to new staff and guests.

# The Training Times

Teach  
Learn

## Self discovery was conference theme

By Rae Forseth  
Professional Programs Manager

What a road – self discovery.

If you were fortunate to attend the 56<sup>th</sup> Annual Montana Correctional Training Conference in Billings, you would be on this path. We had the wonderful opportunity to take care of ourselves for once and do some self discovery.

Topics of training included self leadership by Bill O'Connell. His class was full each day and we worked on our interest in making our work and growth a partnership with leaders rather than a power struggle. We did some personal goal setting, negotiation and problem solving as well.

With Dr. Leonard Mees, we re-examined stressors in our lives. Of course, there's always more. He challenged us to make healthy lifestyle changes, shared new technology that will diagnose heart disease at the earliest stage, and encouraged a vision of "what's possible."

DeAnn Hewett, a nutrition consultant based in northern Colorado, taught a class on how to incorporate positive lifestyle behaviors for optimum performance mentally and physically, as well as personally and professionally. She provided basic steps that can make a huge impact.



Forseth

Other classes offered at the conference included Dr. Michael Niles discussing his work on the development of the brain, Derek VanLuchene and Armando Oropeza dealing with AMBER Alerts and officer safety, Dave Garcia addressed hostage negotiations, and Rick Deady and Kerry Pribnow, treatment and prerelease program contract managers, discussed community corrections.

Greg Turk from The Pacific Institute, offered a class about self discovery and how we hold ourselves back from true performance. Participants gained insights into areas of personal, pro-

## Contacts.....

**Staff Development and Training Bureau**  
1539 11th Avenue  
PO Box 201301  
Helena, MT 59620-1301  
(406) 444-1976 (fax)

**Bureau Chief:**

Curt Swenson  
(406) 444-3909  
[curts@mt.gov](mailto:curts@mt.gov)

**IT Training Specialist:**

Ted Ward  
(406) 444-7795  
[tward@mt.gov](mailto:tward@mt.gov)

**Professional Programs Manager:**

Rae A. Forseth  
(406) 444-4819  
[rforseth@mt.gov](mailto:rforseth@mt.gov)

**Traning Specialist:**

Bill Barker  
(406) 444-7892  
[wbarker@mt.gov](mailto:wbarker@mt.gov)

**Montana Law Enforcement Academy**  
(406) 444-9950  
(406) 444-9977 (fax)

**Basic Program Manager:**

Armando Oropeza  
(406) 444-3909  
[aoropeza@mt.gov](mailto:aoropeza@mt.gov)

**DOC Training Center**  
Fax (406) 846-1484

**Training Manager:**

Lisa M. Hunter  
(406) 846-1320 ext. 2483  
[lihunter@mt.gov](mailto:lihunter@mt.gov)

**Training and Development Specialist:**

Tracy Napier  
(406) 846-1320 ext 2220

**Administrative Support/ Records Management**

Geri Mason  
(406) 846-1320 ext. 2307  
[gmason@mt.gov](mailto:gmason@mt.gov)



## *At law enforcement academy*

# 30 complete P&P basic training

Thirty probation and parole officers completed their four-week basic training at the Montana Law Enforcement Academy in Helena in early October. The graduating class included 24 adult probation and parole officers, two institutional probation and parole officers (IPPOs) and four parole officer technicians from all six regions in the state.

Four officers work in Butte, three each in Billings, Bozeman, Kalispell and Missoula; two each in Great Falls, Havre and Helena, and one each in Hardin and Sidney. The two IPPOs are assigned to Montana State Prison and the technicians work in Cut Bank, Dillon, Glasgow and Livingston.

P&P officers: Heather Smith, Chris Helms and Pip Saukam, Missoula; Mike Aldrich and Tom Chivilicek,

Helena; Jamie Disney, Lourie Helmer and Tanner Gentry, Bozeman; Tara Griffin, Andy Larson, Karley Kump and Dan Blando, Butte; Josh Lachenmeier and Kari Murray, Great Falls; Holly Matkin and Russ Ostwalt, Havre; Tammi Reimer, Paul Hawkins and Megan Schaack, Billings; Loren Osler, Hardin; Gina Gonstad, Richard Jones and Brian Fulford, Kalispell; and Lloyd Dopp, Sidney.

Institutional P&P officers: Cathy Johnson and Roland Smathers, Montana State Prison.

Parole officer technicians: Vicky Fay, Livingston; Jennifer Kober, Dillon; Erin O'Brien, Cut Bank; and Lloyd Sundby, Glasgow.

*(Photos on Page 38)*

## *Training Schedule*

October	Time	Course Title	Site Location	Cost	Hours
15	8am-5pm	Mechanics of CP & R	MSP - Large Classroom		8
21	6am-10am	Computer Basics - Phase I	Eastern Montana-Location TBD		4
21	10am-2pm	Computer Basics - Phase I	Eastern Montana-Location TBD		4
21	10am-2pm	First Aid Refresher	MSP - Small Classroom		4
21	8am-12pm	Multi-Generational Workforce	DOC Training Center		4
22	6am-10am	Computer Basics - Phase II	Eastern Montana-Location TBD		4
22	10am-2pm	Computer Basics - Phase II	Eastern Montana-Location TBD		4
22	2pm-6pm	First Aid Refresher	MSP - Small Classroom		4
23	6am-10am	First Aid Refresher	MSP - Small Classroom		4
28-30	8am-5pm	Investment in Excellence - Phase I	Montana Women's Prison	\$268	24
November	Time	Course Title	Site Location	Cost	Hours
5-7	8am-5pm	SKD Instructor & Re-Certification	DOC Training Center		24
13	8am-12pm	Middle East Terrorism & Islamist Extremism	DOC Training Center		4
19-20	8am-5pm	Investment in Excellence - Phase II	Montana Women's Prison		16
24	8am-12pm	Middle East Terrorism & Islamist Extremism	DOC Training Center		4
25	8am-12pm	Avoiding Offender Manipulation	DOC Training Center		4
December	Time	Course Title	Site Location	Cost	Hours
2	6am-10am	Stress Management	Montana State Prison		4
2-4	8am-5pm	Adult Probation & Parole FTO Training	DOC Training Center		24
9-11	8am-5pm	Investment in Excellence - Phase I	DOC Training Center	\$268	24
30	8am-5pm	Mechanics of CP & R	DOC Training Center		8

# Training Bureau launches 'Lunch and Lead'

By Curt Swenson  
Training Bureau Chief

Would you like to bone up on your leadership skills or find out what it takes to be a leader, but can't find time to attend a long training session or travel?

Well, have we got a deal for you!

Starting Sept. 23, the Department of Corrections Training Bureau launched a new leadership training program called "Lunch & Lead." The monthly hour-and-a-half lunchtime training sessions will cover a broad spectrum of topics for current and aspiring leaders within the department and elsewhere. While the training will take place at the annex conference room at DOC's central office in Helena, it also will be made available to other locations through VisionNet video conferencing.

Leadership is arguably the most important aspect of any organization, yet most leaders find it difficult to take time from their busy schedules to hone their skills or acquire new ones.

Through a series of highly interactive and valuable training sessions, we hope to offer leaders a unique opportunity to learn and network without having to travel or spend a lot of time away from the office. Each lunch-hour training session will be independent and unique, so employees can pick and choose which courses to attend. While the courses will have a corrections emphasis, all state employees are



invited to attend. Topics to be covered include credibility, communication, encouraging the heart, influencing, motivation, team building and strategic thinking.

Oh, and by the way, the training is affordable – FREE! Well, you'll have to bring your own lunch, but it's still a bargain.

The Lunch & Lead training series debut, from 11:30 a.m. to 1 p.m., dealt

with "organizational relationships." Although the event had some technical difficulties, the responses were positive and the kinks will be worked out before the next session, Oct. 14, from noon to 1:30 p.m., when the topic will be "leadership challenges." Training sessions will follow each month at the same time on the following dates: Nov. 12 and Dec. 23, with topics to be announced.

For more information or to register for a class, contact Curt Swenson, DOC Training Bureau Chief, at 444-3909 or [curts@mt.gov](mailto:curts@mt.gov). VisionNet sites are limited, so reserve a spot early.

## Supervisor training praised

The new staff supervision course was recently presented at the DOC Training Center in Deer Lodge.

The course is designed for future and first-time supervisors to help them with personnel issues and the basic requirements for supervising others successfully within the Department of Corrections.

A combined effort of the Human Resources Division staff, with some guidance from the Training Bureau, ensured that new supervisors were provided with a comprehensive and meaningful training experience that addresses many competencies they need to be successful managers and leaders.

The initial course was a major accomplishment for the division, which developed and delivered a very valuable curriculum to DOC staff.

Vickie Schiller-Long, Carol Fah, McKenzie Hanna, Tom Antonick, Julie Straub, Carol Fah, Cynthia Davenport, Wanda Hislop, Kerry Bruner, Francey Moreni, Donna Stone and Ken McElroy did a wonderful job researching, creating and delivering this updated course.

Some of the comments from the attendees included statements such as, "I never realized all that my position required," "I had no idea I was responsible for this," and "Good class with much needed information."

## Conference

FROM Page 35

fessional and organizational growth opportunities. The class was designed to reinforce concepts and to practice using the tools so critical to sustainable peak performance. Basically, the lesson was how to be your best.

The conference held the awards banquet on Thursday night with a full house in attendance. It was a fun-filled and fast-paced evening. (Award photos on page 25)

The next MCA conference will be August 2009 at Fairmont Hot Springs. Plan early to attend and watch the MCA Web site [www.mca-us.com](http://www.mca-us.com) for more information. We have new board members, a history to be proud of and a bright future ahead.



# P&P training graduation



Graduates of the probation and parole basic training course, led by Bureau Chief Ron Alsbury (far left), promise to abide by the Department of Corrections Code of Ethics.



LEFT: Tom Chivilcek, a probation and parole officer from Helena, is congratulated by Bill Barker, training specialist.



RIGHT: Mike Aldrich, P&P officer from Helena, accepts the Spirit of Service Award given by his classmates.



Ron Alsbury shows Darlene "Doll" Harrington an award named after her husband Jack Harrington, a Havre probation and parole officer who died earlier this year.



Curt Swenson, chief of the DOC Training Bureau, addresses the graduates.



DOC Director Mike Ferriter congratulates the graduates, as Ron Alsbury, Probation and Parole Bureau Chief, looks on.



# Comings

**EDITOR'S NOTE:** These lists of new and departing employees are for the period from June 21 through Sept. 26, 2008. If you notice any errors or omissions, please call the *Signpost* editor at (406) 444-0409, or e-mail him at [banez@mt.gov](mailto:banez@mt.gov).

## Central Office

Donci Bardash  
Garrett Fawaz  
Eric Gilmore  
Bruce Huff  
Janee Hunter  
Trevor Isles  
Rick Johns  
Cory Purves  
Barbara Tompkins  
Dale Tunnell

## Montana State Prison

Lorna Berger  
Patricia Berkram  
Angela Buckler  
Ann Charleboix  
Lorena Craig

Russell Danaher  
Raymond Derenburger  
James Duddy  
Lance Dye  
Melissa Early  
Dean Eman  
Katrina Emerson  
Addison Gerstein  
Joseph Glasco  
Laura Glasco  
Bobbie Hastie  
John Heron  
Shane Hungate  
Erin Israel  
Ben Jamison  
Lori Jurenic  
Blaine Kurtz  
Monty Lambert  
Reba Lillard  
Spring Lindeman  
Deloris Littlefield  
Kenneth Mahns  
William Martin  
Michael Mathon  
Rebecca McNeil  
Justin Meeks  
Georgia Melton  
David Miller

Amanda Morely  
Desiree Olson  
James Oly  
Pamela Pennell  
Scott Piranian  
Mark Proxell  
Leonard Rawson  
Jessica Rundle-Conell  
Margaret Ruttenbur  
Cody Schelin  
Jeffrey Sciarra  
Christi Short  
Richard Simms  
Mark Stajcar  
Larry Tindal  
Susan Trueax  
Steven Weber  
Jeannine Willison  
Troy Wohlman

## MASC

Lisa Navarro

## MCE

Theresa Finley  
Jer Trueax  
Ross Wagner

## Montana Women's Prison

Michael Gotcher  
Joseph Hartzfeld

## Pine Hills

Jeffrey Backus  
Rex Beard  
Tom Gudmunson  
Kim Johnson  
Simon Niece  
Leslie Ryan

## Probation and Parole

Jennifer Kober, Dillon  
Patrick Kross, Missoula  
Scott Meyer, Kalispell  
Loren Osler, Hardin  
Lloyd Sundby, Glasgow  
Blase Wingert, Kalispell

## Treasure State

Everett Adams Jr.  
Paul Burnett  
Edward Krause  
Paul Law

# Goings

Sean Arvish  
Savid Austin  
Michael Caliendo  
Adam Cole  
Jerry Coyne  
Don Curlin  
David Daniels  
Sherri Dankers  
Eric Diaz  
Steven Dowland  
Jesse Ernsberger  
Aaron Forsberg  
Jose Garcia  
John Garlinghouse  
Robert Gaspard  
Weston Green  
Ann Gunnare  
Linda Hamblin  
Jacob Hasley  
Tina Hentz  
William Hooper  
Mellisa Horn  
Richard Huber  
Dawn Howell-Johnson  
Richard Johnstone

Michelle Jones  
Eric Justice  
Robert Kichnet  
David Kirkpatrick  
Sandra Koch  
Todd Kramer  
Manuela Krzan  
Marcy Lay  
Samantha Leathers  
Harry Lee  
Carrie Lutkehus  
Stephanie Marquis  
Nicholas  
Marsh  
Ron McDon-  
ald  
Benjamin  
McKinley  
Shawn Moor-  
man  
Lori Nicholas  
Gerald Penn  
Tryna Pen-  
nington

Chad Robinson  
Mark Schellhorn  
Angela Senecal  
Brian Seymour  
Christi Short  
Jeffrey Smith  
Robert Struna  
Chad Taylor  
Mark Tester  
Matthew Tibor  
Daniel Troupe  
Sarah Wallace

Julie Walsh  
Jeff Walter  
Albert Wheat

W	A	S		C	A	L	L		P	E	R	K	S	
A	D	O		I	D	E	A		A	M	I	N	S	
R	A	M		A	V	A	N	T		R	U	N	I	T
D	R	A	G		I	N	D	I	G	O		D	T	S
				E	O	S			E	L	F			
	G	U	M	B	O	S		A	L	E		S	H	
I	O	N		I	R	K	E	D		S	A	T	A	N
T	A	C	O		Y	I	E	L	D		M	E	M	O
S	T	A	G	G		P	L	I	E	D		L	E	D
	S	P	R	E	E	S		B	E	N	G	A	L	
				E	R	R			R	A	Y			
S	S	E		S	A	S	S	E	S		P	R	A	M
A	O	R	T	A		W	A	L		S		O	R	E
S	U	M	A	C		A	V	A	I	L		S	T	A
S	P	A	R	K		B	E	N	N	Y		S	S	N

*The Correctional Signpost* is published by the Montana Department of Corrections at the central office, 1539 11th Ave., P.O. Box 201301, Helena, MT 59620-1301.

*The Signpost* can be found online at [www.cor.mt.gov](http://www.cor.mt.gov)

DOC Director: Mike Ferriter  
*Signpost* Editor: Bob Anez,  
(406) 444-0409, [banez@mt.gov](mailto:banez@mt.gov)

Alternative accessible formats of this document will be provided upon request. For further information, call (406) 444-0409 or TTY (406) 444-1421.